

ANNUAL REPORT 2025

Perkumpulan Mandala Katalika

*We are working to drive constructive
transformation for people and nature*



MANDALA KATALIKA



SYNERGY FOR SUSTAINABLE FUTURE



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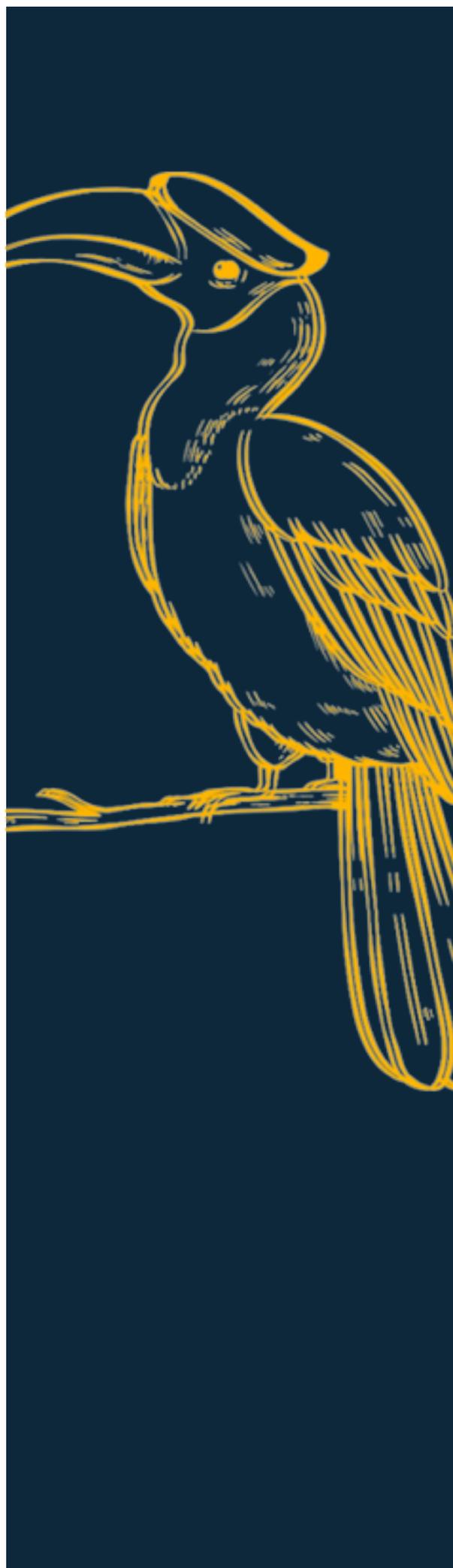
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Manka Team

Supervisor Board

Dr. Adrian Rompis
Dr. Tatang Mitra
Nurdiana Darus

Board of Directors

Chairman & Director
Juliarta Bramansa Ottay

Secretary & Senior Operasional Manager
Tomi Ariyanto

Senior Program Manager
Muhammad Farid

Finance & Administratif Manager
Endang Setiawati

Communication Manager
Teges Ayu



LETTER FROM THE CEO

As Chairperson of Perkumpulan Mandala Katalika, I am pleased to present our 2025 Annual Report. This report reflects not only the progress we have made throughout the year, but also our continued commitment to driving constructive transformation for people and nature in Indonesia.

Since our establishment, Manka has positioned itself as a catalyst organization—one that strengthens the capacity of others, fosters collaboration, and advances systemic change.

In 2025, we deepened this role by working across multiple levels: supporting the development of provincial climate finance institutions, strengthening biodiversity conservation through science-based approaches, promoting sustainable livelihood alternatives, and facilitating meaningful dialogue among government, civil society, academia, and communities.

In 2025, we continued several strategic initiatives initiated in the previous year. These included advancing studies on subnational climate institutional arrangements, providing capacity-strengthening support to local civil society organization (CSO) partners, and sustaining our support for biodiversity management in Bukit Baka Bukit Raya National Park and the Nusantara Capital City (IKN) area.

We also expanded our work on sustainable livelihood development by conducting studies on several priority commodities in West Kalimantan, sago value chains in Riau, and local food systems in South Papua. These initiatives reflect our commitment to advancing bio economy-oriented approaches that strengthen local economic resilience while aligning with forest protection and climate action objectives.



Building on this foundation, we facilitated the kick-off event on the development of Carbon Economic Value (NEK) potential within Indonesia's Social Forestry program, initiating a national dialogue on policy direction, regional opportunities, community roles, and financial sector support in advancing sustainable carbon initiatives—thereby linking livelihood development with improved access to climate finance and low-emission forest-based economic opportunities for local communities. The event was further marked by the signing of a Memorandum of Understanding between the Ministry of Forestry and the Financial Services Authority.

At the same time, Manka continued to invest in non-state actor engagement—supporting young political leaders, citizen science movements, and arts-based youth initiatives in Papua, and facilitating multi-stakeholder dialogues on innovative global forest finance mechanisms such as the Tropical Forests Forever Facility (TFFF). We believe that sustainable transformation requires inclusive participation across sectors and generations.

Internally, 2025 marked an important milestone in strengthening our organizational foundation. Our team grew significantly, from nine staff members in 2024 to sixteen by the end of 2025, reflecting the expansion of our programs. During this period, we formalized our core principles

and translated them into clear mandates for each position, strengthened standard operating procedures (SOPs), and established measurable performance indicators. This institutional consolidation reinforces our aspiration to become a trusted and leading catalyst organization in Indonesia, grounded in strong governance, accountability, and impact-driven performance.

I would like to express my sincere appreciation to our partners, donors, government counterparts, civil society organizations, academic institutions, and community members who have walked this journey with us. Your trust and collaboration are the foundation of our impact.

As we move forward, we remain committed to synergy for a sustainable future—strengthening institutions, empowering communities, advancing science-based policy, and fostering collaborative leadership for climate and biodiversity action in Indonesia.

On behalf of the Board and the entire Manka team, thank you for your continued support and partnership.

Sincerely,

Juliarta Bramansa Ottay
Chairperson Perkumpulan Mandala Katalika



ABOUT MANKA

Perkumpulan Mandala Katalika (Manka) was established in 2021 with the aim of strengthening the role of knowledge, public policy, and society in realizing sustainable development in Indonesia.

Manka acts as a catalyst that drives positive change for people and nature through collaboration between various parties, including the government, academics, community organizations, communities, young people, and international partners.

**Manka's main goal is to
be a catalyst for
sustainable development
in Indonesia**



CORE VALUES



Catalyst

Becoming an organization that can optimize the performance of other organizations to make an impact, drive change, and transform



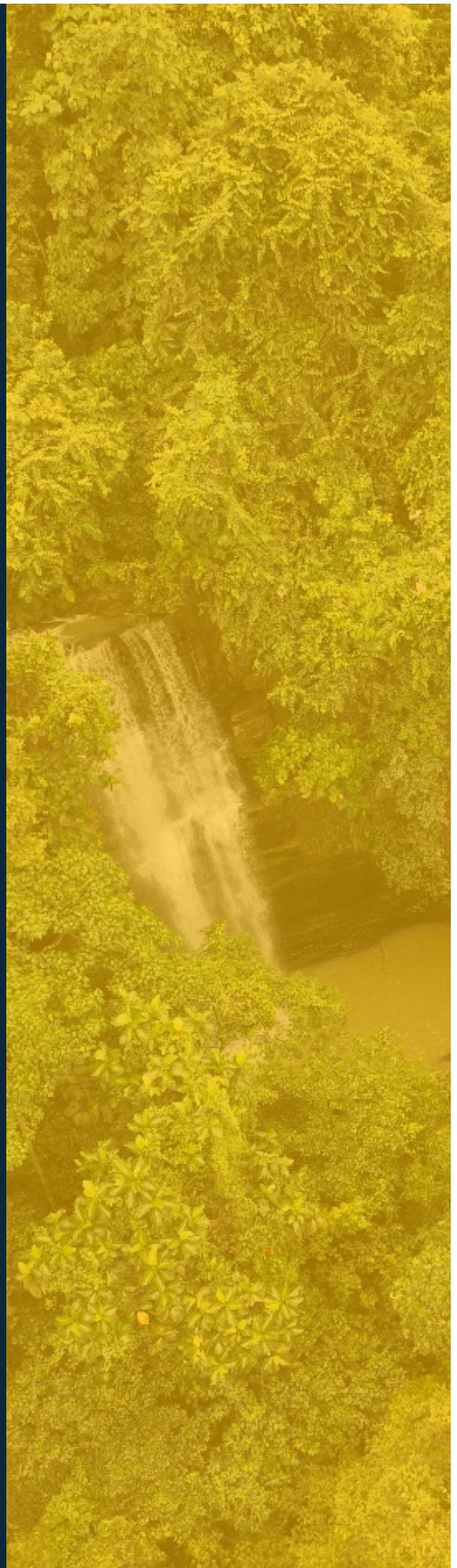
System Thinking

There are solutions, there is transformation, and addressing root causes holistically, innovatively, and proportionally



Transparency & Accountability

Becoming an institution trusted by partners and stakeholders





1

OUTCOME



OUTCOME 1

Institutional recommendations to accelerate climate finance at the provincial level

A. Study on Provincial Climate Institutions: learning from Jambi and East Kalimantan

Manka and the Environmental Affairs Sub-Directorate of the Directorate General of Regional Development, Ministry of Home Affairs, continued our collaboration to develop institutional recommendations for accelerating climate finance at the sub-national level. In 2025, a series of activities were undertaken to further refine these institutional recommendations through the implementation of studies in East Kalimantan Province and Jambi Province, as well as consultations with various relevant stakeholders.

Manka with the Ministry of Home Affairs (MoHA) start the year with a kick-off workshop designed to refine the scope of the initiative, establish program targets, and define program implementation standards.

The workshop served as an initial platform to foster a shared understanding among key stakeholders regarding existing needs, challenges, and the strategic direction for strengthening subnational climate finance institutional arrangements. The workshop was attended by senior representatives from the Directorate General of Regional Development of the Ministry of Home Affairs, the Directorate General of Regional Fiscal Balance of the Ministry of Home Affairs, the Directorate General of Regional Fiscal Balance of the Ministry of Home Affairs, the Ministry of Forestry, the Ministry of Environment, the Environmental Fund Management Agency (BPDH), and the World Bank. Participation also included representatives



from the FCPF Working Group of East Kalimantan, the BioCF Working Group of Jambi, the REDD+ Working Group of West Kalimantan, academic institutions including Mulawarman University and Muhammadiyah University of Jambi, as well as Manka’s partner organizations from Aceh, Riau, West Kalimantan, and Southwest Papua.

The workshop highlighted several key outcomes, including the importance of harmonizing regulatory frameworks and strengthening alignment between national and subnational climate change targets and their achievement. It further emphasized the need to synchronize regulations and financing opportunities within the Forestry and Other Land Use (FOLU) sector, as well as the importance of exploring local own-source revenue to enhance subnational fiscal autonomy and reduce reliance on central government funding for climate-related programs. Participants also shared practical experiences and lessons learned from their respective regions, including initiatives implemented under the FCPF East Kalimantan, REDD+ West Kalimantan, and BioCF Jambi programs.

The kick-off workshop concluded with expressions of support from various Stakeholders for the institutional study to be undertaken by Perkumpulan Mandala Katalika as part of efforts to strengthen subnational climate institutions.

Building on these engagements, we entered an intensive study phase through the BioCF ISFL Jambi study and the FCPF-CF East Kalimantan study. This phase involved consultative meeting with East Kalimantan and Jambi Province government and in-depth interviews with key stakeholders from the respective SN-PMUs, government officers in the related agencies, government

and in-depth interviews with key stakeholders from the respective SN-PMUs, government officers in the related agencies, academia and civil society organizations, to explore viable institutional models and generate practical recommendations, including technical guidance to support local governments in establishing effective climate finance institutions.

For the institutional and managerial roles in regional emission reduction activities and environmental service benefits, from information that we collected we conclude **3 (three) key points** that considered important to be taken into account which are:

1. Climate institutions at the provincial level function as cross-sector coordination platforms that integrate policies, financing, and the implementation of climate programs. They also serve as hubs for collaboration among the central government, provincial governments, district/city governments, academia, local communities, development partners, and the private sector. Strengthening coordination functions and institutional capacity is an urgent need, particularly in the context of implementing climate control programs.
2. An appropriate and permanent structural institutional model is required to support the successful management of the complex challenges of global climate change, as well as to ensure flexibility in managing climate finance in East Kalimantan Province and Jambi Province. Provincial-level climate institutions are expected to function as cross-sector coordination platforms that integrate policies, financing, and the implementation of climate programs. The intended structural and permanent institutions should be aligned with the provincial Organizational Structure and

Work Procedures (SOTK) and be positioned either under the agency responsible for environmental affairs or under the body responsible for regional planning and development.

3. A Technical Implementation Unit (UPTD) with the application of the Regional Public Service Agency (BLUD) financial management model is considered the most ideal institutional form in East Kalimantan and Jambi, based on several positive aspects, namely: a strong legal basis, a public service orientation, and the fact that it does not require the establishment of additional regional government agencies (OPD), but rather aligns with the existing provincial SOTK.

Based on those points in preparation for the implementation of climate programs at the provincial level, it is recommended to establish a multi-stakeholder working group supported by a dedicated secretariat. This working group should be equipped with key functions, including Monitoring, Measurement, and Reporting (MMR), safeguards, planning, and the Benefit Sharing Mechanism (BSM), to ensure coordinated, transparent, and effective program implementation. Furthermore, it is considered necessary to develop formal Guidelines for the Establishment of a Regional Technical model. Implementation Unit for Climate Control at the provincial level, applying the Regional Public Service Agency (BLUD) financial management. The findings of the study were presented during

a dissemination workshop held on 18 December 2025. The workshop was facilitated by the Directorate of SUPD I, Directorate General of Regional Development, Ministry of Home Affairs.

The workshop was attended by representatives from relevant directorates within the Ministry of Home Affairs, line ministries, national planning and financial authorities, financial sector regulators, research institutions, academia, subnational program management units, civil society partners, and international development partners, including the World Bank, Ford Foundation, and UNEP. Participants endorsed

the proposed study findings, concluding that a Technical Implementation Unit (UPT) applying the Regional Public Service Agency (BLUD) financial management model represents the most appropriate institutional arrangement.

Key considerations included the need to clearly define institutional roles and functions to ensure operational effectiveness in managing subnational climate finance, alignment with Presidential Regulation No. 110 to leverage diversified public and private investment channels for carbon economic development, and the strategic coordinating role of the Ministry of Home Affairs in overseeing the implementation of carbon economy initiatives across regions and sectors. Further technical discussions and targeted outreach were identified as necessary to support the development of the draft Technical Guidelines for Climate Institutions, which are planned to be initiated in 2026.





Figure 1. On 10 March 2025 in Jakarta, the Directorate General for Regional Development of the Ministry of Home Affairs and Perkumpulan Mandala Katalika held a kick-off meeting to develop institutional and governance recommendations to accelerate subnational climate financing, attended by government agencies, the World Bank, and partner organizations including DDPI East Kalimantan, Bappeda, PMU BioCF Jambi, YKAN, LTKL, and Manka's partners SGPP, GeRAK Aceh, LBBT, Bentara Papua, and Perkumpulan Elang.



Figure 2. The meeting between Manka and the Ministry of Home Affairs (MoHA) was held as an audience session to discuss the institutional study with representatives of the Jambi Provincial Government, including the Assistant for Economic and Development Affairs (Assistant II) Johansyah, SE, ME; the Head of Bappeda Jambi, Ir. Agus Sunaryo; the Chair of SNPUM BioCF-ISFL, Sepdinal; representatives of relevant provincial agencies; Syahru Ramadhan of Muhammadiyah University of Jambi; and Fachrul Adam of Perkumpulan Elang.



Figure 3. Manka and the Ministry of Home Affairs (MoHA) held an audience meeting to discuss the institutional study with representatives of the East Kalimantan Provincial Government, including Nanang Hayani, S. Hut, M. Env. Mgmt, Head of the Natural Resources (SDA) Division of the Economic Bureau, Regional Secretariat (Setda); Prof Daddy Ruhiyat, Chair of the Dewan Daerah Perubahan Iklim (DDPI); and representatives from the Forestry Agency, Bappeda, the Environmental Agency, and FCPF-CF supporting organizations such as NGOs, REDD+ experts, and Mulawarman University.”



Figure 4. Series of in-depth discussion with key person in BioCF-ISFL Jambi and FCPF-CF East Kalimantan



Figure 5. Workshop and Presentation of Institutional Study Findings in Jambi and East Kalimantan on Regional Climate Finance Management Institution

B. Mapping actors and issues in the development of climate programs and the bioeconomy

As part of the initial mapping to support the preparatory phase for subnational climate program and institutional development, SGPP and Manka implemented capacity-building activities targeting civil society organizations (CSOs) and subnational governments to strengthen policy development processes.

This capacity-building initiative focused on equipping CSO staff—namely GeRAK Aceh (Aceh), Perkumpulan Elang (Riau), LBBT (West Kalimantan), Bentara Papua, Jerat Papua, and Universitas Pendidikan Muhammadiyah Sorong (Southwest Papua)

—with practical skills in policy analysis and planning.

The training was conducted at the SGPP Campus from 7–9 March 2025. In more detail, the training covered an introduction to the methodological framework for policy MACTOR, and MULTIPOL analytical tools.

formulation process in regional FOLU scenario action planning through the use of the La Prospective methods by using MICMAC, MACTOR, and MULTIPOL tools.



Figure 6. Workshop with SGPP to strengthen partner and local government capacity in mapping strategic issues and stakeholders for subnational climate programs.

Workshops and technical assistance were delivered to local CSO and governments to support climate program development across South Papua, Southwest Papua, West Kalimantan (Sintang, Sanggau, Kapuas

Hulu), Aceh (Aceh Tamiang), and Riau (Siak). Beyond facilitation skills, the support strengthened participants' capacity to design programs using structured, evidence-based, and scientifically validated



Figure 7. Workshops and technical assistance were delivered to local CSO .



Figure 8. Workshops and technical assistance were delivered to local CSO



Figure 9. Series of workshops in 5 provinces that lead by local CSO and supported by government

From June to September, a series of Focus Group Discussions (FGDs) were conducted across various regions, with local CSOs serving as the lead organizations:



These multi-stakeholder FGDs involved a wide range of participants, including relevant local government agencies (OPDs), universities, the private sector, and indigenous community groups. The series of focus group discussions (FGDs) were held simultaneously across five Regency and two provinces, facilitated by local Civil Society Organizations (CSOs).

The FGDs yielded a programmatic framework outlining strategic issues, objectives, and key actors for climate program development in each region. These three factors were identified through a

participatory approach and calibrated using the MICMAC and MACTOR instruments as supporting tools within the *La Prospective* method. These components will also serve as the foundation for formulating climate policy scenarios, which will be further developed using a similar methodology through the MULTIPOL tool in each province.

Following the regional sessions, the FGD results were disseminated on **September 12-13, 2025**, a **consolidation workshop** was organized to review the outcomes of these FGDs from each region, facilitated by SGPP.



Figure 10. Workshop with SGPP to strengthen partner and local government capacity in mapping strategic issues and stakeholders for subnational climate programs.

The workshop was divided into two sessions. The first session focused on discussing the compiled data from the participatory FGDs across the five region. During this session, participants from each region and institution shared their experiences in organizing the FGDs, offering valuable insights into the behind the scenes process. Lessons learned and best practices were gathered to inform

future program improvements and refine ongoing efforts. These findings highlight the critical role of local CSOs in developing provincial climate programs and in formulating public policies grounded in scientific approaches. The second session focused on introducing Multipol tools and series of discussion to ensure the readiness of local CSOs to conduct next step of the program.

C. Support Dialogue for TFFF

In 2025, Perkumpulan Mandala Katalika (Manka) played an active role in facilitating policy dialogue and civil society engagement related to the development of the Tropical Forests Forever Facility (TFFF), a proposed global financing mechanism aimed at providing long-term financial incentives for the protection

of tropical forests. Through collaboration with WWF Indonesia and a broad coalition of civil society organizations (CSOs), Manka supported a series of strategic consultations designed to strengthen Indonesia’s engagement in the TFFF process and to ensure that civil society perspectives are reflected in its evolving design.

1. Workshop on the Development of the Tropical Forests Forever Facility (TFFF)

On 15 September 2025, Manka together with WWF Indonesia, facilitated a workshop on the development of the Tropical Forests Forever Facility, held in Jakarta. The workshop brought together a wide range of Indonesian CSOs and

environmental NGOs, including Madani, PIKUL, Koaksi Indonesia, Greenpeace, Perkumpulan Elang Riau, IRID, Kehati, Landscape Indonesia, Ekolabel, Karsa, Bentara Papua, Perkumpulan Harmoni Alam Papua, and FWI.



Figure 11. Workshop on TFFF Development

The discussion was held with representatives of the Government of Indonesia, including Dr. Edo Mahendra, Senior Advisor to the Minister of Forestry. The session aimed to update participants on recent developments in

the TFFF initiative, particularly following the release of Concept Note version 3.0, and was conducted under the Chatham House Rules to encourage open and constructive exchange.



Figure 12. Dr. Edo Mahendra, sharing government perspectives on the TFFF initiative.

The workshop served as a platform for civil society organizations to provide feedback on the Concept Note 3.0 and to discuss Indonesia's strategic position within the TFFF framework. Key discussion points included governance arrangements, safeguard mechanisms, benefit-

sharing systems, and the potential role of IPLC in the implementation of TFFF. Participants emphasized the importance of transparency, inclusivity, and accountability to ensure that TFFF delivers tangible benefits for forest protection and forest-dependent communities.



Figure 13. Manka facilitating civil society–government dialogue

Manka’s Director highlighted the organization’s role as a facilitator of dialogue between civil society and government, underlining the potential of TFFF as a global forest finance initiative capable of supporting large-scale forest rehabilitation efforts in Indonesia. WWF

Indonesia also expressed strong support for TFFF, noting Indonesia’s strategic position as the country with the world’s third-largest tropical forest area and its significant potential to benefit from the mechanism if designed and implemented effectively.

Socialization Workshop of the Tropical Forests Forever Facility (TFFF) with the Government of Brazil

Building on the initial workshop, on 21 October 2025 Manka and WWF Indonesia facilitated a broader dialogue that brought together more than 40 Indonesian civil society organizations with representatives of the Government of

Brazil and the TFFF Secretariat. The event, held in Jakarta, formed part of the international consultation process to introduce the TFFF concept and to gather input from partner countries.



Figure 14. André Aquino, Brazilian government presentation on TFFF framework

During the session, WWF Indonesia emphasized that TFFF represents a new long-term incentive mechanism for tropical forest countries, distinct from results-based payment schemes such as REDD+. Designed as a performance-based global finance mechanism, TFFF aims to provide annual incentives of approximately USD 4 per hectare of preserved forest, with significant reductions applied in cases of deforestation. The mechanism targets the mobilization of up to USD 125 billion through a blended finance approach, combining public funds and low-risk private investments managed as a global endowment fund.

Representatives of the Brazilian Government and the TFFF Secretariat explained the proposed governance structure of TFFF, which includes a Facility Board, Secretariat, Scientific and Technical Panel, and National Committees in participating countries. Under the proposed design, countries retain sovereignty over the allocation of 80% of national-level funds, while a minimum of 20% is earmarked for Indigenous Peoples and Local Communities through nationally appropriate mechanisms.



Figure 15. Discussion of the TFFF framework at the workshop

Civil society participants actively engaged in discussions on social and environmental safeguards, transparency in fund management, and mechanisms to ensure that IPLC can meaningfully access and benefit from TFFF resources. The discussions also highlighted the importance of aligning TFFF with existing national commitments, including Indonesia’s FOLU Net Sink 2030 target, and ensuring complementarity with REDD+ rather than duplication.

The dialogue concluded with a shared understanding that TFFF has the potential to become a significant source of long-term forest finance for Indonesia, provided that strong safeguards, inclusive governance, and clear national implementation arrangements are established. The outcomes of these discussions are expected to inform Indonesia’s ongoing engagement in the TFFF development process leading up to its planned launch at COP30 in Belém, Brazil.

2. Kick-Off Event on the Development of Carbon Economic Value Potential through Social Forestry in Indonesia

Perkumpulan Mandala Katalika Indonesia (Manka) supported and facilitated the organization of the Kick-Off Event on the Introduction and Development of Carbon Economic Value (Nilai Ekonomi Karbon/NEK) Potential in Social Forestry in Indonesia, held on 29 August 2025 in Bandar Lampung, Lampung

Province. This event marked an important milestone in advancing the integration of carbon economic instruments within Indonesia’s social forestry framework, aligning forest management with national climate commitments and sustainable development objectives.

The event commenced with a national seminar entitled “Implementation of Carbon Economic Value (NEK) in the Forestry and Other Land Use (FOLU) Sector, with a Focus on Social Forestry.” The seminar brought together representatives from central and regional government institutions, financial authorities, practitioners, and community stakeholders. Discussions during the seminar covered several strategic themes.

First, speakers elaborated on the national policy direction and regulatory framework governing Carbon Economic Value in Indonesia, emphasizing its relevance to the country’s Nationally Determined Contribution (NDC) commitments and long-term low-emission development strategies. Particular attention was given to the integration of NEK mechanisms within the FOLU Net Sink 2030 agenda.

Second, the seminar highlighted regional potential and the role of subnational governments in identifying, developing, and managing carbon assets within social forestry areas. Regional authorities were encouraged to align local development planning with carbon value optimization strategies, ensuring environmental integrity while generating economic benefits.

Third, community representatives and social forestry practitioners shared perspectives on the role of local communities in sustainable forest management and carbon stewardship. Social forestry schemes—such as Community Forest (Hutan Kemasyarakatan), Village Forest (Hutan Desa), and other recognized management models—were discussed as critical platforms for generating measurable carbon benefits while improving rural livelihoods.

Fourth, the seminar explored the role of the financial sector in supporting the development

of Carbon Economic Value. Discussions emphasized the importance of green finance instruments, innovative financing mechanisms, and inclusive financial access to enable social forestry groups to participate effectively in carbon markets and environmental service schemes.

The event was followed by the signing of a Memorandum of Understanding (MoU) between the Ministry of Forestry of the Republic of Indonesia and the Financial Services Authority (Otoritas Jasa Keuangan/OJK). This MoU represents a significant step toward strengthening strategic collaboration between the forestry and financial sectors. The cooperation framework includes: The development of policies and sustainable financial products that support Carbon Economic Value initiatives within social forestry areas. Data sharing and the provision of technical expertise to ensure credible measurement, reporting, and verification of carbon assets. Capacity building for human resources in both the forestry and financial services sectors, including training, technical assistance, and institutional strengthening.

This strategic collaboration is expected to enhance access to green financing for social forestry groups, strengthen institutional readiness, and create an enabling ecosystem for the development of carbon-based economic opportunities at the community level. Overall, the kick-off event served as an important platform for fostering cross-sectoral collaboration and accelerating the operationalization of Carbon Economic Value mechanisms within Indonesia’s social forestry program. By integrating environmental integrity with economic incentives, this initiative contributes to national climate mitigation targets while promoting inclusive and sustainable forest-based development.

This strategic collaboration is expected to enhance access to green financing for social forestry groups, strengthen institutional readiness, and create an enabling ecosystem for the development of carbon-based economic opportunities at the community level. Overall, the kick-off event served as an important platform for fostering cross-sectoral

collaboration and accelerating the operationalization of Carbon Economic Value mechanisms within Indonesia's social forestry program. By integrating environmental integrity with economic incentives, this initiative contributes to national climate mitigation targets while promoting inclusive and sustainable forest-based development.



Figure 16. Kick-Off of Social Forestry Carbon Economic Value (NEK) development marks a key collaboration to advance green finance, empower forest communities, and strengthen Indonesia's climate action.



2

OUTCOME



OUTCOME 2

Improved Management of Conservation Areas with Positive Impacts on Biodiversity

A. Bukit Baka Bukit Raya National Park

Perkumpulan Mandala Katalika (Manka), as a partner of the Bukit Baka Bukit Raya National Park Authority (TNBBBR), has established a collaboration based on a Cooperation Agreement (Perjanjian Kerjasama /PKS) No. PKS.09/BTNBBBR/TU/KUM.3/12/2024; 033/MKA-PKS/II/2024, signed on 13 December 2024. This collaboration aims to strengthen biodiversity conservation functions through

improved management of biodiversity databases and scientific publications in Bukit Baka Bukit Raya National Park. The cooperation focuses on strengthening scientific publications, enhancing institutional capacity for biodiversity conservation, and initiating community empowerment programs to improve the livelihoods of local communities living around the national park.

1. Institutional Capacity Building through Technical Assistance and Thematic Training for TNBBBR Staff

In 2025, MANKA implemented two institutional capacity-building activities through Technical Assistance (Bimbingan Teknis/Bimtek) programs. The first training was a *Technical Guidance on Biodiversity Survey Methods and Data Analysis*, attended by 31 staff members of the Bukit Baka Bukit Raya National Park Authority (TNBBBR). This training was conducted in three sessions and featured expert facilitators from Perkumpulan Mandala Katalika, covering topics including orangutan population survey and data analysis, camera trap surveys, and camera trap data analysis.

The second training was a **Technical Guidance on Biodiversity Inventory Using Bioacoustics and Data Analysis**, attended by 18 participants from TNBBBR and partner organizations. This activity featured resource persons from Yayasan Kita Bisa Indonesia, with technical presentations delivered by Panji Gusti and Esther Adinda. Both training aimed to enhance the knowledge and technical skills of TNBBBR staff in biodiversity data collection and management, thereby strengthening institutional capacity in biodiversity conservation.





Figure 17. Technical Guidance on Biodiversity Survey Methods and Data Analysis

2. Biodiversity Research Program in Bukit Baka Bukit Raya National Park

In 2025, one of the main initiatives under this partnership was the development of a research station for vegetation and phenology monitoring, as well as wildlife research using camera traps. For the phenology study, permanent monitoring plots were established to observe the phenological cycles of 87 individual trees on a monthly basis, aiming to assess forest

productivity and its role in supporting wildlife. In addition, five permanent vegetation plots with a total area of 2,000 m² were established, documenting 67 tree species, and will be re-evaluated every two years. In the long term, this study seeks to improve understanding of the impacts of climate change on biodiversity and forest plant productivity.



Figure 18. Field-Based Phenological Data Collection

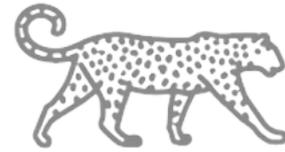


6,756

Camera Trap Night



Camera Trap Stations



49 Species Identifying

To monitor wildlife, we operated 25 camera trap stations across a 25 km² area during the 2024–2025 period, with a total monitoring effort of 6,756 camera trap nights. This effort resulted in 1,147 independent wildlife photographs, identifying 49 species. Recorded species included key wildlife such as the Bornean orangutan (*Pongo pygmaeus*), Sunda clouded

leopard (*Neofelis diardi*), Sunda pangolin (*Manis javanica*), and great argus (*Argusianus argus*). In addition, the documentation recorded the presence of species previously unreported in Bukit Baka Bukit Raya National Park, namely the collared mongoose (*Herpestes semitorquatus*), the white-headed weasel (*Mustela nudipes*), and Hose’s civet (*Diplogale hosei*).



Figure 19. Clouded Leopard (*Neofelis diardi*) Recorded at Belaban Resort, TNBBBR

In 2025, orangutan population monitoring was conducted at Belaban Resort in Bukit Baka Bukit Raya National Park (TNBBBR). This activity aimed to provide up-to-date information on the population size and distribution of the Bornean orangutan (*Pongo pygmaeus wurmbii*) in the Belaban Resort area. The most recent orangutan population survey in Belaban had been carried out in 2019.

The survey was implemented within MANKA's working area covering 5,000 hectares inside Belaban Resort. Based on nest survey analysis, orangutan nest density in the survey area reached 49.503 nests/km², resulting in an estimated population density of 0.16 individuals/km², or approximately ±8 individuals within the 5,000-hectare area.



Figure 20. Orangutan Nest Found at Belaban Resort, TNBBBR

To enhance engagement with communities surrounding the national park, a total of 22 local community members were actively involved in wildlife monitoring activities during the 2024–2025 period. This involvement not only strengthened local technical capacity in wildlife monitoring using camera traps but also increased awareness and participation in

wildlife conservation efforts within the national park. Community engagement in supporting national park management will be formalized through the establishment of forest rangers in early 2026. This initiative forms part of a long-term wildlife monitoring program.



Figure 21. Research Team Comprising Manka, the TNBBBR Authority, and Local Communities

3. Community Socio-Economic Survey

In 2025, we collaborated with the Bukit Baka Bukit Raya National Park Authority (TNBBBR) and Sintang University to conduct a Knowledge, Attitudes, and Practices (KAP) survey in the village closest to the national park area, namely Belaban Ella Village. The survey aimed to assess community knowledge, attitudes, and practices related to natural resource conservation associated with national park and biodiversity management, as well as to provide an overview of the socio-economic conditions

of communities surrounding Belaban Resort. The Belaban Ella community generally remains economically dependent on forest resources, both to meet daily needs and as a source of income through the use of non-timber forest products (NTFPs) such as rattan, honey, agarwood, and damar, as well as timber forest products and wildlife. The main commodities in community plantations are dominated by rubber (44.05%), oil palm (21.43%), durian (8.33%), and jengkol (4.76%).



Figure 22. Utilization of Non-Timber Forest Products (NTFPs), namely rattan, by the Belaban Ella Village community

The results of the KAP survey indicate a high level of community knowledge (83.09%) and positive attitudes toward conservation and biodiversity (85.17%), but a relatively low level of practice (38.85%). This low level of practice suggests a gap between attitudes and actual behavior, reflected in the community's high dependence on land and forest resources as sources of livelihood. Such conditions have the potential to increase pressure on ecosystems; therefore, the development of sustainable alternative livelihoods and the strengthening of local institutional capacity remain necessary. Strengthening women's empowerment as well as the preservation of local customs and culture are also important aspects of a sustainable development strategy, aimed at encouraging communities to

develop alternative livelihoods beyond the forestry sector.

The activity concluded with a workshop titled "Results of the Orangutan Population Survey in the Belaban National Park Management Resort, Bukit Baka Bukit Raya National Park, and the Socio-Economic Study of the Belaban Ella Village Community," held at the Convention Hall of the Melawi Regent's Office on 26 September 2025. The workshop was attended by representatives of the Melawi Regency Government, the Menukung Sub-district Head, representatives of community groups from Belaban Ella Village, academics, and civil society organizations engaged in conservation.



Figure 23. Workshop: “Results of the Orangutan Population Survey at the Belaban National Park Management Resort, Bukit Baka Bukit Raya National Park, Melawi Regency”

The workshop presented the findings of the orangutan population survey conducted at the Belaban Resort of Bukit Baka Bukit Raya National Park in Melawi Regency. It served as a forum to share scientific results, discuss

conservation implications, and strengthen coordination among stakeholders involved in national park management and biodiversity conservation.

B. Biodiversity Research Program in Nusantara Capital City

The development of the new capital city (IKN) is aligned with green development principles, aiming to retain 75% of the total area as green space, comprising 65% protected areas and 10% areas allocated to support food security. To support wildlife conservation, IKN has designated specific ecological corridors in the northern and southern areas to maintain habitat connectivity and protect key species. MANKA is currently focusing on the northern corridor for long-term research on the Bornean gibbon (*Hylobates muelleri*), one of the priority

species. In July–August 2025, MANKA, in collaboration with the IKN Authority, conducted a population density survey of the Bornean gibbon and several other wildlife species in the northern corridor. The survey aimed to generate population density estimates and provide updated biodiversity data to inform habitat management.

The results indicate that Mount Parung and Tembinus Waterfall serve as key habitats for the Bornean gibbon, with estimated densities of 0.9 groups/km² and 1.34 groups/km², respectively. In addition to

gibbons, other mammals observed included proboscis monkeys (*Nasalis larvatus*), lesser treeshrews (*Tupaia minor*), and long-tailed macaques (*Macaca fascicularis*). The survey also recorded 82 bird species within the area.



Figure 24. A female Bornean gibbon & her infant photographed in the Tembinus Waterfall area, part of the Northern Corridor of IKN

The findings of this survey were discussed in a workshop on gibbons and wildlife corridors held in December 2025, coinciding with World Wildlife Day. The workshop highlighted the importance of long-term conservation and research programs for gibbons in Nusantara Capital City, as well as the management of wildlife corridors as a key strategy for wildlife protection amid

the development of the new capital. The development of citizen science programs in IKN, along with long-term research on the Bornean gibbon and other wildlife species in the northern corridor, is planned to commence in 2026, involving MANKA, the Nusantara Capital Authority, and the Nusantara wildlife observer community.

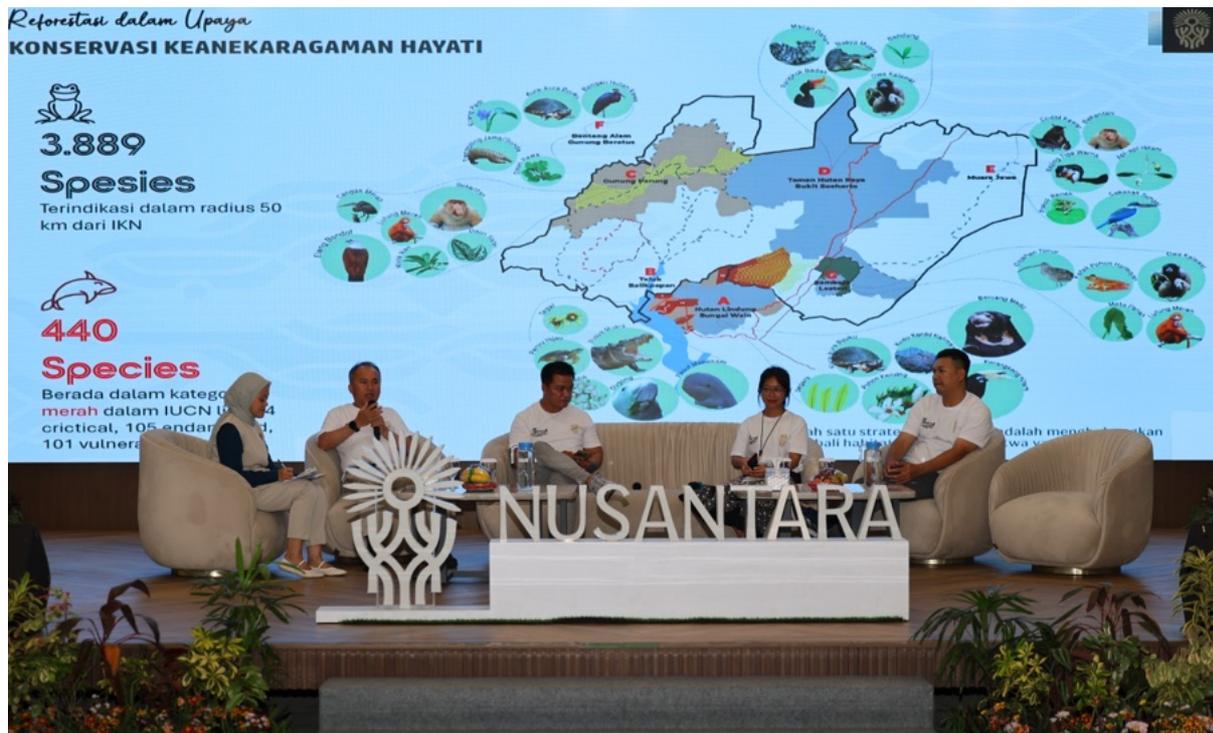


Figure 25. Launch of the Book Potret Alam Nusantara, held in December 2025 in conjunction with World Wildlife Day

C. Forest–Based Commodity Studies

In 2025, Manka conducted a series of studies on food systems and local commodities in its working areas, namely Aceh, Riau, West Kalimantan and South Papua. These studies aimed to map the potential and development

opportunities of local commodities in order to strengthen community livelihoods while supporting efforts to prevent deforestation. Several studies have been carried out including:

1. Trade Governance Kratom in West Kalimantan

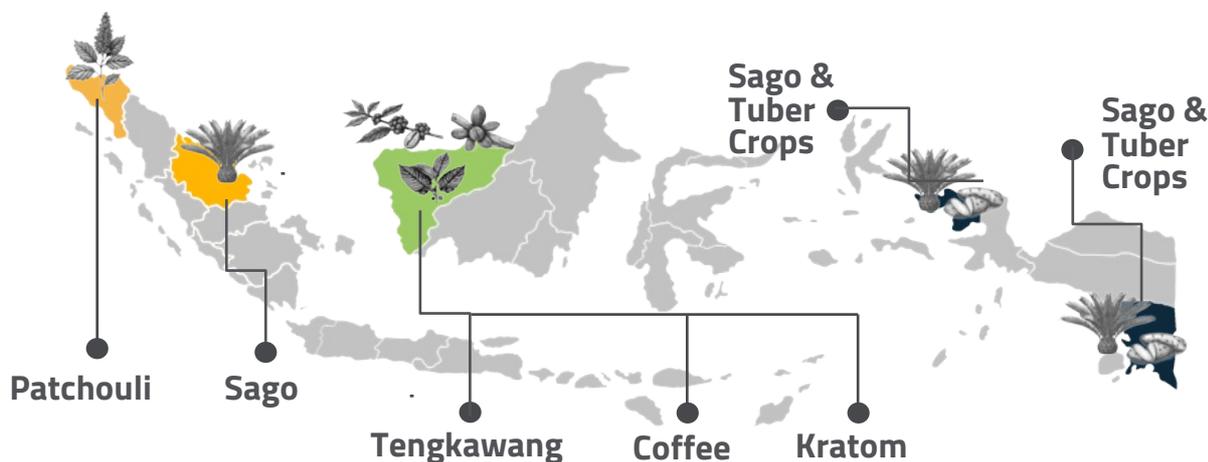
This study was conducted in October 2025 to examines the governance of kratom trade in Indonesia, with a specific focus on field conditions in Kapuas Hulu District, West Kalimantan, the country’s primary kratom-producing area. The analysis is situated within the evolving regulatory framework following the issuance of Ministry of Trade

Regulations No. 20 and No. 21 of 2024, which formally govern kratom exports through product classification, quality standards, and a multi-layered export control system. These regulations aim to promote domestic value addition, ensure product safety, and strengthen Indonesia’s position in international kratom markets.

While the regulatory framework represents a significant step toward formalizing the kratom sector, field evidence from Kapuas Hulu reveals substantial gaps between policy design and on-the-ground implementation. Kratom has become a critical source of livelihood for local communities and a major export commodity from West Kalimantan, particularly to the United States. However, persistent regulatory uncertainty, delays in export licensing, and the absence of clear mechanisms for export quotas and price stabilization have resulted in market volatility. These conditions have weakened farmers' bargaining power and reinforced dependency on intermediaries within long and opaque supply chains.

From a socio-institutional perspective, our study identifies weak farmer organizations and limited institutional capacity to represent producer interests within the evolving trade regime. Fragmented policy implementation across government agencies and slow administrative processes for export approvals further exacerbate legal and economic uncertainty at the local level. Collectively, these factors create a negative cycle in which regulatory ambiguity contributes to price declines, discourages investment in quality improvement, and ultimately results in income losses for thousands of kratom-dependent households in Kapuas Hulu.

Our study concludes that strengthening kratom trade governance requires an



Field studies conducted as part of our study highlight that the most critical challenges in Kapuas Hulu relate to production quality and supply chain readiness. Despite strong production potential, kratom cultivation and processing remain largely informal and traditional. Limited application of hygiene standards, inadequate post-harvest handling, and reliance on wild-growing kratom have led to frequent quality failures, including microbiological contamination, heavy metal residues, and insufficient alkaloid content. As a result, many products fail to meet international market requirements, undermining competitiveness and increasing economic risks for producers.

integrated approach that bridges regulatory reform and local capacity development. Key recommendations include improving regulatory coherence and implementation, enhancing farmer capacity in Good Agricultural Practices (GAP) and Good Manufacturing Practices (GMP), strengthening producer-based institutions such as cooperatives, and developing traceability and market transparency systems. These measures are essential to ensure that kratom trade reform not only meets international compliance requirements but also delivers equitable and sustainable economic benefits for producer communities in Kapuas Hulu.

2. Sago Value Chain Study in Siak, Riau

Siak Regency, Riau Province, has significant potential for sago as a leading commodity based on peatland ecosystems. The area of smallholder sago plantations is recorded at more than 1,944.9 hectares, with development concentrated in Bunsur, Lalang, and Mengkapan villages. The potential of Sungai Apit lies not only in the upstream sector (cultivation) but also in downstream development through sago processing. The presence of mini sago mills managed by village-owned enterprises (BUMKam) has driven a local economic transformation, shifting from the sale of raw sago logs (tual) to the production of semi-processed, higher-quality sago flour with greater added value.

Production data show an increasing trend from 2022 to 2024, both in terms of total output and productivity. Sago production increased from 1,250 tons in 2022 to an

estimated 1,420 tons in 2024, while productivity rose from 0.66 tons per hectare to 0.73 tons per hectare. Although sago productivity appears relatively low when calculated based on total land area—due to the long harvesting cycle of sago palms, which ranges from 8 to 10 years the commodity offers strong long-term advantages in terms of economic value and environmental sustainability, particularly within the peatland ecosystems of Sungai Apit.

In addition, sago in Siak has strong potential to be integrated into the government's free nutritious meal program as a reliable offtaker. This integration would not only provide a stable market for smallholder farmers, but also contribute to the protection and promotion of local food systems, strengthening food security while supporting sustainable peatland-based livelihoods.

3. Coffee Commodity Study in Sintang, West Kalimantan

Sintang Regency, West Kalimantan, has an economy largely dependent on agriculture and plantation commodities, with oil palm and rubber dominating land use, production, and livelihoods. While these commodities contribute to local income, their expansion has also generated social and environmental challenges, particularly related to land pressure and long-term landscape sustainability. In this context, coffee emerges as a promising alternative commodity that can support community livelihoods while aligning with conservation

objectives. Coffee production in Sintang remains limited and is primarily managed by smallholder farmers; however, coffee's suitability for agroforestry and mixed-cropping systems makes it a viable option for diversifying incomes without further land conversion. When developed through sustainable practices, coffee has the potential to strengthen rural livelihoods while maintaining forest cover and ecological functions, positioning it as a more environmentally compatible alternative to monoculture oil palm expansion.



From the demand side, the study identifies a rapidly growing local coffee market in Sintang. A total of **182 coffee-related businesses**—including coffee shops, small coffee stalls, and traditional coffee vendors—were recorded across the regency. Demand analysis shows that coffee shops require approximately **1,497 kg of green beans per month**, small coffee shops consume around **683 kg of roasted beans per month**, and traditional coffee stalls use about **65 kg of ground coffee per month**. At present, most of this demand is supplied by coffee sourced from outside Sintang,

indicating a significant gap between local production and market needs. This imbalance presents a strategic opportunity to develop locally produced coffee as a sustainable livelihood commodity. By strengthening upstream production, improving post-harvest processing, and building partnerships with local coffee businesses, coffee can become a conservation-based economic alternative—reducing dependence on oil palm while simultaneously supporting local economic resilience and environmentally sustainable land-use practices.

4. Study About Tengkawang in Sanggau, West Kalimantan

Manka and Hasanuddin University, Makassar, have established a memorandum of Understanding (MoU) to study and develop the chemical properties list of tengkawang fruit from Sanggau that will be

one of a tool for product development. This research explores the potential of tengkawang as raw material for various value-added products with competitive market prospects in the future.

5. South Papua Food System Study

In South Papua, Manka collaborated with Musamus University, Perkumpulan Harmoni Alam Papuana (PHAP), Papua Paradise Center (PPC), Eladper, Jerat Papua, and PSE of The Merauke Diocese to study the potential of local food commodities, particularly sago and tubers. The scope of the study includes analysis of spatialouse strategies and household economies in areas

surrounding National Strategic Project (PSN), as well as in-depth assessment of availability, ownership, value chain, and economic value of these commodities for Indigenous Papuans (OAP). To ensure scientific quality and legitimacy, Manka has engaged Hasanudin University to review all study outputs. As of Q4 2025, the study has reached the draft preparation stage.



OUTCOME



OUTCOME 3

Involvement of Non-State Actors in Climate Change Action

A. Executive Education Program for Young Political Leader

In 2025, Perkumpulan Mandala Katalika (Manka) continued its collaboration with the Golkar Institute through support for the Executive Education Program for Young Political Leaders (Batch 18), held from

21–26 April 2025 in Jakarta. This program forms part of a broader effort to promote environmental sustainability and climate awareness among Indonesia’s future policymakers and political leaders.



Figure 26. Executive Education Program for Young Political Leaders Batch 18

The program was designed to strengthen the capacity of young political leaders from diverse regions and professional backgrounds across Indonesia. Manka’s contribution to the program included

providing scholarships to selected participants, enabling broader and more inclusive participation, particularly from regions with limited access to leadership development opportunities.



Figure 27. Chairman of the Golkar Party, Bahlil Lahadalia

The opening of the Executive Education Program was officiated by the Chairman of the Golkar Party, Bahlil Lahadalia, and attended by a range of public figures and policymakers. The first day featured a public dialogue titled “Navigating Global

Disruptions”, with speakers including Dyah Roro Esti, Puteri Komarudin, Dandi Rafitranfi, and Dr. Anggrawita. This session explored global political and economic dynamics and their implications for Indonesia’s development trajectory.



Figure 28. Discussion during Executive Education Program sessions

Subsequent sessions covered a wide range of topics, including inclusive politics, the use of social media in political engagement, the economic and political dimensions of climate change, and global political dynamics and Indonesia’s foreign policy direction. The program also included a study visit to the Indonesian House of Representatives (DPR RI) in Senayan, providing participants with first-hand exposure to national legislative processes.

The program concluded with closing remarks delivered by the Secretary-General of the Golkar Party, M. Sarmuji. Through its engagement in this program, Manka seeks to contribute to the development of a new generation of political leaders who are equipped with a strong understanding of sustainability challenges and are committed to integrating environmental considerations into future policy and decision-making processes.

B. Joint Hike to Commemorate Indonesia's Independence Day 17 August 2025 at the Summit of Bukit Raya

To commemorate the 80th Anniversary of the Republic of Indonesia in 2025, Perkumpulan Mandala Katalika (Manka), in collaboration with the Bukit Baka Bukit Raya National Park Authority (TNBBBR) and WALHI, organized a joint hike to the summit of Bukit Raya. This activity aimed to promote hiking and nature-based educational tourism while raising public awareness of the importance of environmental conservation.

The hike was joined by representatives from nine universities in Jakarta and West Kalimantan, with a total of 15 participants. The activity was carried out over six days, covering the ascent to the summit and the return journey. Beyond commemorating Independence Day, the hike represented a shared commitment to environmental protection and the strengthening of conservation values through cross-generational collaboration.



Figure 29. Joint climbing activity at Bukit Raya

C. Nusantara Bird Race and Photography Competition 2025

Indonesia has launched the development of Nusantara, its new capital city, with a visionary "forest city" concept, aiming to maintain 60% of the area as natural tropical forest. To ensure public participation in realizing this vision, the citizen science movement has emerged as a promising approach.

As a follow-up to this initiative, Perkumpulan Mandala Katalika (MANKA), the Nusantara Capital Authority (OIKN), and Burungnesia organized the Bird Race and Photography Competition 2025 and simultaneously launched the Nusantara wildlife observer community. This activity adopted a citizen science approach as a means of public participation to support the vision of a sustainable city, while also raising public awareness of biodiversity and fostering a community of wildlife observers in the area.

The event took place on 14–16 February 2025 at Bukit Bangkirai and the Core Government Center Area (KIPP) of IKN, and was attended by approximately 100 participants from various regions across Indonesia, including Kalimantan, Sulawesi,

Java, and Papua. Participants came from diverse backgrounds, ranging from students and university students to private sector representatives and civil servants (ASN). During the activity, more than 80 bird species and various mammal species were recorded, providing important data for the development of avian databases and biodiversity conservation in IKN.

Participant responses were highly positive, with many expressing appreciation for Indonesia's rich biodiversity. The results of this activity were compiled and published in the book **Potret Alam Nusantara**, which was launched in December 2025 in conjunction with World Wildlife Day and attended by students, members of the Nusantara wildlife observer community, and various stakeholders. The location of IKN on the island of Kalimantan—one of the world's richest biodiversity hotspots—presents both challenges and significant opportunities in building a sustainable city, while underscoring the critical importance of community involvement in safeguarding and monitoring the natural ecosystems surrounding the new capital.





Figure 30 . Bird Race and Photography Competition 2025



Figure 31. Launch of the Book Potret Alam Nusantara, held in December 2025 in conjunction with World Wildlife Day

D. Support for The Capacity Development of Youth Arts Groups

Mandala Katalika and Jerat Papua, in collaboration with Gudskul, are implementing a one-year collective study program with Sanggar Budaya Klabra Raya. This initiative is designed to strengthen the organizational and artistic capacity of the Klabra Raya arts community while providing a safe and inclusive space for the expression of cultural identity. Through arts and cultural approaches, the program

encourages critical reflection and creative engagement with contemporary issues, particularly those related to green development, sustainability, and community-led visions for the future.

The program aims to foster constructive and continuous dialogue on green development themes by exploring their relevance to both present conditions and anticipated future

contexts. Artistic practices are positioned not only as creative expressions but also as tools for knowledge production, community reflection, and social dialogue. In this way, the program seeks to bridge cultural expression with broader development discourses and to strengthen the role of youth-led arts communities in shaping local narratives around sustainable development.

Throughout the one-year implementation period, Sanggar Budaya Klabra Raya will participate in structured learning sessions and facilitated discussions held on a weekly basis, guided by tutors from Gudskul. These sessions combine theoretical reflection with practical exercises and peer learning. In addition to conceptual discussions, the program includes technical capacity-building components, such as training on digital documentation tools, enabling

participants to document their artistic processes, activities, and community narratives more effectively. This technical capacity is expected to enhance the visibility, archiving, and dissemination of the community's creative work.

A total of nine members of Sanggar Budaya Klabra Raya are actively engaged in the program. Through sustained mentoring and collective learning, participants are expected to strengthen their individual and collective skills, improve internal collaboration, and build confidence in engaging with external stakeholders. Importantly, the program also aims to prepare the community to participate more effectively in policy dialogues by enhancing their ability to articulate perspectives, translate artistic insights into policy-relevant narratives, and engage in constructive exchanges with decision-makers.



Figure 32 . Klabra Raya in a meeting with Gudskul in Sorong, Southwest Papua.



Figure 33 . Exploring the views of the art community in connecting issues with storylines for films.



4 OUTCOME



OUTCOME 4

Building Manka as a leading catalyst organization in Indonesia

A. Strengthening and Developing MANKA's Core Values and Institutional Capacity as a Catalyst Organization for Change

1. Worskhop Formulation of Organizational Principles and Norms

Perkumpulan Mandala Katalika (MANKA), which has been operating since 2022, has grown into a catalyst organization working on environmental and sustainability issues in Indonesia through collaboration with civil society organizations, government institutions, academia, and other sectors. As the organization continues to evolve, MANKA recognized the need to formalize its core values in order to strengthen organizational governance, ensure internal consistency, and enhance the quality of its relationships with partners and stakeholders. As a follow-up to

the recommendations of the Organisational Capacity and Performance Assessment Tool (OCPAT) 2024, MANKA convened a Workshop on the Formulation of Organizational Principles and Norms over two days on 13–14 January 2025. The workshop was attended by nine MANKA personnel, including the Director, managers, program staff, and finance staff, and was facilitated by YAPPIKA using a participatory approach that combined discussions, reflection, and interactive methods. The process was further enriched by a learning visit to Perkumpulan IDEA Yogyakarta.

The workshop resulted in a formal agreement on three core organizational principles that serve as the foundation for all MANKA's work and governance practices. These principles are:

| | | |
|--|--|---|
| <p>1</p> <p>The workshop resulted in a formal agreement on three core organizational principles that serve as the foundation for all MANKA's work and governance practices. These principles are:</p> | <p>2</p> <p>Systems Thinking, which emphasizes a holistic approach to understanding and addressing root causes of problems, with particular attention to systemic change and power dynamics rather than short-term solutions;</p> | <p>3</p> <p>Transparency and Accountability, reflecting MANKA's commitment to building trust through openness, responsible financial management, and data-driven monitoring and evaluation of impacts.</p> |
|--|--|---|

These principles are operationalized through a set of organizational norms covering the distribution of authority, human resource management, financial management, organizational learning processes, resource mobilization, and relationships with beneficiaries, civil society networks,

and other stakeholders. Collectively, these norms reinforce MANKA's commitment to co-creation with partners, community-based science, continuous capacity strengthening, open auditing and reporting practices, and equitable, collaborative partnerships.



Figure 34. Internal Workshop Internal for Capacity Building.

2. Workshop Formulation of Organizational Mandates and Performance Targets

Perkumpulan Mandala Katalika (MANKA), with facilitation from YAPPIKA, conducted a follow-up workshop on the formulation of organizational mandates and performance targets on 15–17 July 2025. This workshop constituted a subsequent phase of the earlier process on the formulation of MANKA’s Organizational Norms and Principles, and aimed to translate these values into operational governance arrangements, clear division of mandates, and an organizational performance system. The workshop was attended by 20 participants representing senior leadership, managers, as well as program and finance staff, as part of a comprehensive effort to strengthen MANKA’s institutional capacity.

Using a participatory approach, the workshop resulted in a shared agreement on

organizational ways of working grounded in MANKA’s three core principles: acting as a catalyst for change, applying systems thinking, and upholding transparency and accountability. These principles were elaborated into cross-functional operational practices, including human resource management, financial management, resource mobilization, the development of learning spaces, and engagement with partners, civil society networks, and key stakeholders. The outcomes reaffirmed MANKA’s role as a catalytic organization that focuses not merely on activity implementation, but on achieving transformative change through partner capacity strengthening, multi-stakeholder collaboration, and the use of data and learning as a basis for decision-making.



Figure 35. Internal Workshop with Yappika–ActionAid for Capacity Building

The workshop also produced a clear formulation of mandates and roles for each organizational unit, including Sustainability, Knowledge Management, Communications, Co-Creation, Operations, and Program units, with programmatic focus areas covering climate, biodiversity, and sustainable livelihoods. This division of mandates was designed to ensure clarity of responsibilities and effective cross-team coordination. In addition, Key Performance

Indicators (KPIs) were developed for each position as tools for performance assessment based on contribution and impact rather than administrative compliance. Overall, this report serves as a strategic reference for Perkumpulan Mandala Katalika in consistently operationalizing its Organizational Norms and Principles within its governance structure, program implementation, and organizational performance system.

B. Co-Creation Facilitated by a Third Party to Complete The Standard Operating Procedure

Manka received support from HMC Consulting for the SOP improvement process, which was carried out through an assessment of organizational governance practices and the participatory development of SOPs. On 15 January 2025, a governance assessment workshop was conducted focusing on administration and finance, followed by a programmatic governance assessment workshop on 18 February 2025. These workshops aimed to develop a shared understanding of Manka's current governance practices and to articulate Manka's expectations, particularly in its role as a re-granter/intermediary institution and in preparation for the BPDH accreditation process.

Subsequently, over a six-month period, HMC Consulting also provided accompaniment in the development of SOPs, resulting in seven SOPs covering: (1) Finance, (2) Program Management, (3) Information Technology, (4) Procurement of Goods and Services, (5) Audit, (6) Grant Making, and (7) Human Resource Management. Throughout this process, Manka internally conducted intensive discussions and socialization activities to gather perspectives and inputs for the development and improvement of SOPs and internal organizational policies. In addition, Manka is currently developing a Communication SOP and a Knowledge Management SOP.





Figure 36 . Internal Development for Organization .

Alongside with SOPs development, Manka alsoThe development of Manka’s safeguard framework is supported by HuMA Indonesia, an organization with extensive experience in providing technical assistance for safeguard development, including REDD+ safeguards. Ongoing and structured discussions between Manka and HuMA have focused on several key areas. First, to enhance Manka’s understanding of the safeguard frameworks developed and implemented by HuMA, including the presentation of safeguard approaches applied in the REDD+ context. Second, to discuss and tailor a safeguard framework that is aligned with Manka’s institutional characteristics, mandate, and operational needs. Third, to define the form of consultative collaboration between Manka and HuMA throughout the safeguard development process.

As a follow-up, an initial meeting to agree on core safeguard principles was conducted.

The development of Manka’s safeguard framework is currently in progress, including the drafting of the main safeguard policy document and its supporting tools. The process is being implemented through a phased timeline, with the drafting and internal review of the safeguard framework conducted in the first phase, followed by refinement, consultation, and finalization in subsequent phases.

The expected outputs of this process include: (i) a formal Manka Safeguard Framework document; (ii) a set of operational safeguard tools and guidelines to support implementation at the program and project levels; and (iii) strengthened internal capacity within Manka to apply and monitor safeguard principles. The safeguard development process is expected to be completed within the agreed project timeline, with continued technical support and consultation from HuMA Indonesia throughout the process.

MANDALA KATALIKA

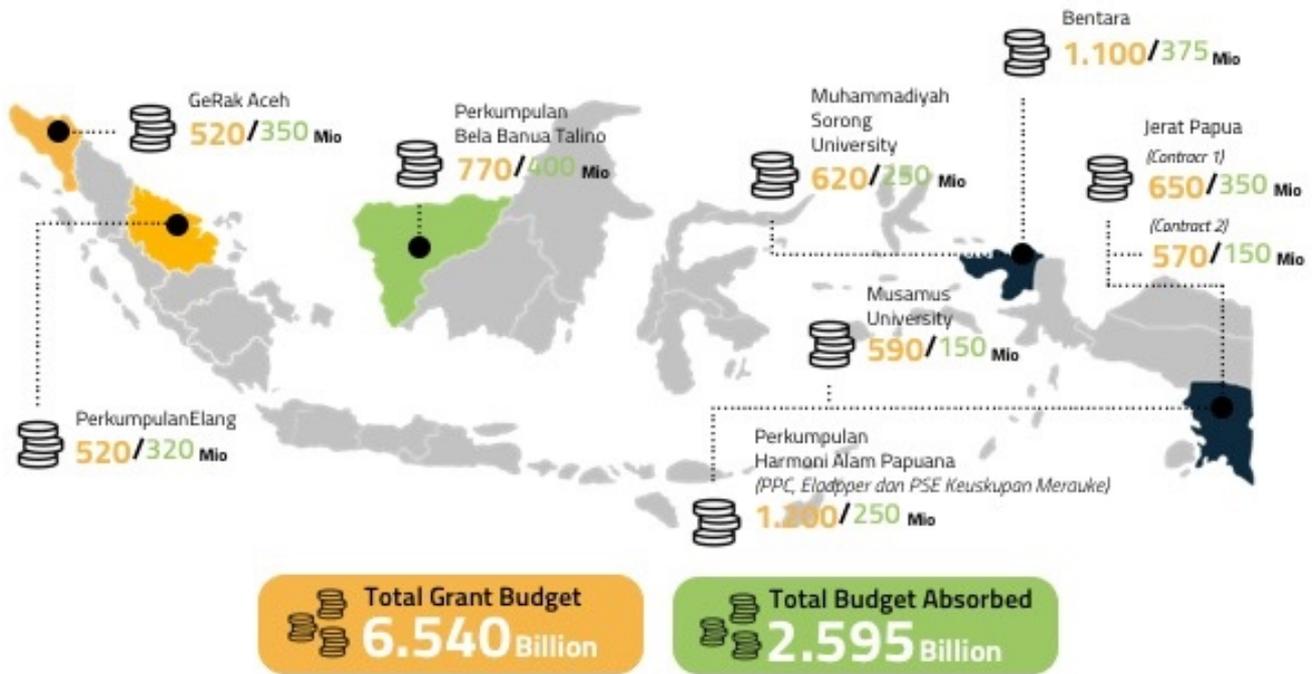


OPERATIONAL & GRANT



SYNERGY FOR SUSTAINABLE FUTURE

OPERATIONAL & GRANT



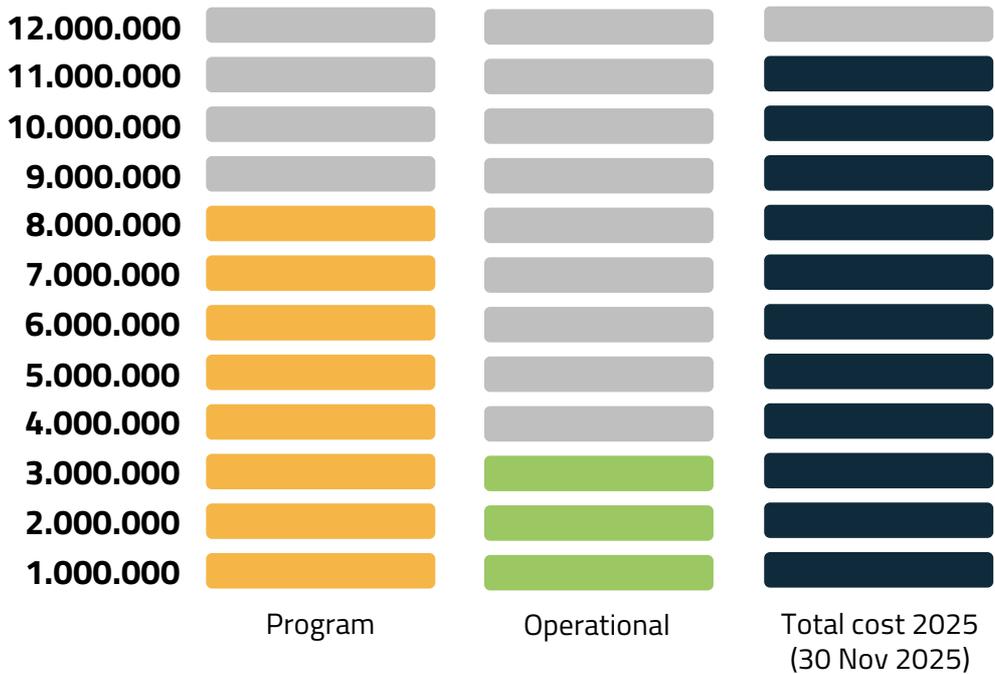
In 2025, Manka further expanded the geographic scope of its programs by establishing strategic partnerships in Papua. As of this year, Manka works with 11 local partners, comprising nine civil society organizations and two universities across various regions of Indonesia.

In Aceh, Manka collaborates with Gerak Aceh; in Riau, it partners with Perkumpulan Elang; and in West Kalimantan, it works alongside LBBT. In Southwest Papua, Manka has established partnerships with Jerat Papua, Bentara Papua, and Universitas Pendidikan Muhammadiyah Sorong. In South Papua, Manka collaborates with Perkumpulan Harmoni Alam Papuaana, Eladpper, Papua Paradise Center, PSE Keuskupan Merauke, and Universitas Musamus.

This expansion of partnerships signifies not only the geographic growth of Manka's initiatives but also a strengthened commitment to its role as a catalyst organization. Manka assumes a strategic function in enhancing the institutional and technical capacities of its local partners, promoting cross-regional collaboration, facilitating knowledge exchange, and broadening access to funding opportunities and strategic networks. Through this catalytic approach, Manka seeks to ensure that conservation and sustainable development outcomes are collectively advanced, systematically integrated, and firmly grounded at the local level.

OPERATIONAL & GRANT

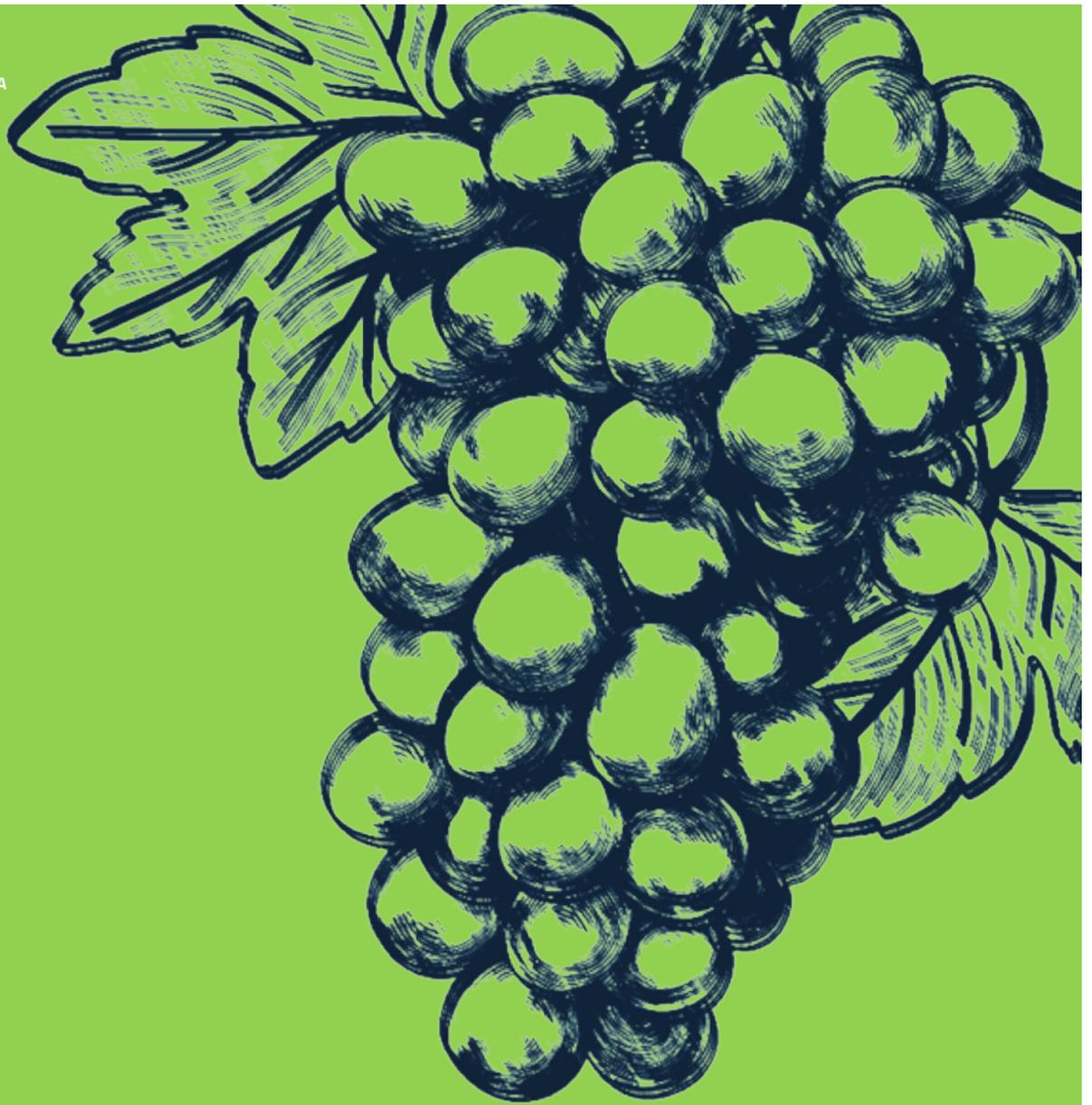
Financial Arrangement



Donors

| | | |
|---|-----------|------------|
|  Good Energies | 2026-2027 | \$ 300.000 |
|  Hans Wildorf Foundation | 2025-2027 | \$ 500.000 |
|  ARCUS Foundation | 2025-2027 | \$ 100.000 |
|  Ford Foundation | 2024-2027 | \$ 300.000 |
|  LTKL | 2025-2026 | \$ 203.672 |
|  CLUA | 2025-2026 | \$ 125.000 |
|  Packard GCI | 2024-2026 | \$ 750.000 |
|  Packard CSL | 2024-2026 | \$ 125.000 |
|  MBZ Species Conservation Fund | 2024-2025 | \$ 7.500 |

MANDALA KATALIKA



TESTIMONIAL & FOUNDING



SYNERGY FOR SUSTAINABLE FUTURE

Testimonial



2025 Learning Story From Team Member

Since joining Manka in July, I have gained a deeper understanding of how to apply effective project management and to be proactive in turning challenges into learning opportunities. Clear and measurable work guidelines have helped me achieve my Key Performance Indicators more effectively. I have also been able to identify the skills I need to further develop and have gained valuable learning through strategic coordination with partners.

Fajar Islam
(Manka's Papua Regional Leader)



Story of Experience at Manka From Previous Team Member

During my time working at Manka, I gained a great deal of new knowledge in the environmental field as well as opportunities to expand my professional network. I observed that open collaboration, direct communication, and streamlined coordination made teamwork more effective. This experience strengthened my understanding that a supportive work environment is essential for ensuring that work is carried out in a healthier and more productive way.

Nabilla Hanifah
(Manka's Media and Communication Staff | June–November 2025)



Opinion About Working With Manka in 2025

From Government Partner
This collaboration provided a more structured working experience through clear role distribution and participatory planning with various stakeholders. Through joint activities, we learned to strengthen coordination and team capacity, including the use of tools such as MICMAC and MACTOR to map issues and support decision-making. This approach delivered tangible benefits for individual skill development and for the management of forest potential in Sintang.

Risqa Nur Rahman
(Policy Analyst, Regional Development Planning Agency (Bappeda) of Sintang Regency)





Opinion About Working With Manka in 2025 From CSO Partner (Lembaga Bela Banua Talino, LBBT)

Working with Manka provided a clear early-stage discussion on roles and planning. This collaboration strengthened LBBT's planning processes, networks, and capacity in advocacy and support for Indigenous Peoples, particularly through participatory decision-making, a deeper understanding of climate issues, and a jurisdictional approach that is sensitive to GEDSI considerations. Through this process, we learned that directly engaging Indigenous Peoples and vulnerable groups is essential to ensure programs are more relevant and impactful.

Trifonia Erni
(Director of Lembaga Bela Banua Talino)



From CSO Partner (Perkumpulan Harmoni Alam Papuana, PHAP)

Collaboration with Manka provided a well-structured working experience through clear role distribution, effective communication, and capacity building, particularly through the use of tools such as MICMAC and MACTOR. This approach strengthened inter-agency coordination, internal adaptation, and our understanding of the local food context and climate mitigation, while ensuring program alignment with regional policies. Going forward, consistency in implementation, contextual understanding, and the quality of collaboration need to be continuously strengthened to ensure activities are more effective and sustainable.

Petrus Alberth Dewantoro Talubun
(Director of Perkumpulan Harmoni Alam Papuana)



Opinion About Working With Manka in 2025 From CSO Partner (Bentara Papua)

This collaboration provided the opportunity to work with various partners and to engage directly with a wide range of stakeholders. A cooperative and consistent working process helped strengthen coordination, enhance team capacity, and sharpen our ability to respond quickly and adapt to program needs. We also learned the importance of listening to the voices of vulnerable groups to ensure activities remain relevant. Going forward, this collaboration can be further strengthened by continuing to directly involve communities and by ensuring that established practices serve as a reference for future program development.

Junia Chrustin Lukas
(MEL of Bentara Papua)



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Nifarro Park, ITS Tower Lt.6 Unit 10
Jl. Raya Pasar Minggu No 18 Pejaten Timur,
Pasar Minggu, Jakarta Selatan 12510

✉ info@manka.id 🌐 manka.id 📷 [mandalakatalika](https://www.instagram.com/mandalakatalika) 🎵 [mandalakatalika](https://www.spotify.com/mandalakatalika)
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