



## PROJECT LESSONS-LEARNED REPORT

<b>Project Title:</b>	<b>Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran landscapes</b>
<b>Country:</b>	Indonesia
<b>Related CPAP Outcome</b>	New CPD Output 3.4. Conservation and resilience strategies with local priorities (income and food security) contribute to global environment benefits (Strategic Plan Output 2.4.1)
<b>Project Description and Key Lessons-Learned</b>	
<b>Brief description of context</b>	<p>Please give a brief description of the country context.</p> <ul style="list-style-type: none"> <li>○ What were the main challenges being faced at the start of the project?</li> </ul> <p>The MoEF has established a wide-ranging protected area network system for Sumatra that covers 4.52 million ha. This includes some of Asia’s largest protected areas, such as Kerinci Seblat National Park (1.39 million ha) and Gunung Leuser National Park (1.01 million ha), which have been shown to significantly lower deforestation rates against comparable areas outside of the network. Nevertheless, deforestation still occurs inside all Sumatran protected areas indicating that they are not entirely secure. From 1985 to 2009, Sumatra lost approximately half (12.8 million ha) of its entire forest estate and from 2000 to 2012 lost 1.5 million ha of primary wetland forest and 1.2 million ha of primary lowland forest. The deforestation was primarily caused by large-scale agricultural plantation expansion.</p> <p>Across Sumatra a range of barriers undermine efforts to conserve forest and biodiversity. These include poor governance, poor institutional coordination, insufficient resource allocation (both human and financial) and limited monitoring, together with the economic pressures associated with rural poverty and agribusiness growth. Historically, corruption has been an important contributor, but with economic progression and a series of political reforms by the national government, notably the establishment of the Corruption Eradication Commission, intervention focus has shifted onto improving organizational efficiency and effectiveness.</p>
<b>Brief description of project</b>	<p>A short description of the project should be provided here.</p> <ul style="list-style-type: none"> <li>○ What were the issues the project tried to address?</li> </ul> <p>Past efforts to strengthen protected area management in Sumatra have included well-funded but poorly planned or implemented projects, such as the Kerinci Seblat National Park Integrated Conservation and Development Project (1997-2002, US\$46 million), which have tended not to achieve significant lasting outcomes. These types of large-scale projects have generally failed because their design and/or implementation did not</p>

	<p>adequately address the underlying problems of forest and biodiversity loss, placed too much reliance on incentivizing forest-edge communities to conserve natural resources, did not prioritize protected area institutions’ core activities, especially law enforcement, and had poor inter-agency coordination, especially in the surrounding landscape. Further, within the MoEF there has been a recent shift to a bottom-up approach through Resort Based Management (RBM) that enables protected areas to be collectively managed through smaller administrative units. This is intended to increase accountability and field presence of protected area personnel, but has yet to be fully implemented.</p> <ul style="list-style-type: none"> <li>○ What solutions the project tried to offer? What were its major outputs? To support efforts in securing forests located outside protected area boundaries, the MoEF is implementing a Village Forest (<i>Hutan Desa</i>) programme, centred on community-based forest management. A laudable target of establishing 2.5 million ha of <i>Hutan Desa</i> by 2015 has been set but is unlikely to be achieved with only 0.5 million ha having been established since the programme’s inception in 2009. Other opportunities to secure protected area borders exist in partnering with production forest concessionaires through their setting aside of HCV Forest and establishing Ecosystem Restoration Concessions, a recent MoEF initiative for sustainable forest management in former production forests.</li> </ul> <p>The GEF project seeks to consolidate a range of successful site-specific strategies that have been developed and enhanced by the MoEF and NGO partners in Sumatran protected area landscapes. The project will focus on three levels: i) national support will be provided to effectively achieve national target on biodiversity conservation and coordinate project implementation between multiple landscapes to provide island-wide coverage; ii) landscape sites will be targeted to increase coordination and cooperation between multiple government and civil society organisations to collectively tackle natural resource violations, especially illegal wildlife trade, outside of the project protected areas; and, iii) individual protected areas will receive training and support to strengthen institutional management (technical, administrative and financial) and to prioritise their core activities.</p>
<p><b>Key project successes</b></p>	<p>Please describe what has worked well.</p> <ul style="list-style-type: none"> <li>○ What have been the key successes of this project? Based on the collective body of information and evidence reviewed as part of the TE, the Project has achieved the majority of its expected outputs and target indicators with some varied progress between landscapes. In some cases, according to the information received, targets have exceeded the goal established for the end of the project.</li> </ul> <p>At the Objective-level, the increase in tiger density as the</p>

	<p>umbrella indicator of the Project's performance has been achieved in one landscape (Gunung Leuser National Park). While other landscapes have a lower than desired end-of-project target for tiger density figure, consensus has been that these are still within a healthy range, indicative of high population dynamics and an overall stable trend.</p> <p>Of the Project's three Outcomes and illustrated by the results against indicators in Section IV C, two Outcomes were fully achieved and the remaining Outcome partially achieved in the view of the TE consultant team. The Project delivered some very important results, especially under Outcomes 1 and 2, which achieved change that was substantial and of real significance likely to deliver global environmental benefits.</p> <p>The Project has been highly relevant for Indonesia, was aligned with national policies, and has supported the implementation of both the <a href="#">National Tiger Recovery Plan (2010-2022)</a> and global broad-based efforts within the World Bank's parallel <a href="#">Global Tiger Recovery Program</a>. It is widely recognized to have been a model flagship project to address pressing concerns for endangered species in Indonesia and the region.</p> <ul style="list-style-type: none"> <li>○ What factors supported this success? The Project has led to valuable advancements in the understanding of planning and implementation of conservation measures for the protection of Sumatran tigers (<i>Panthera tigris sumatrae</i>) and their landscapes in Indonesia, especially in varied production landscapes. For all intents and purposes, the UNDP-GEF Tiger project has been transformational with very high replication potential going forward. The Project is highly appreciated and recognized by beneficiaries at all levels as being a game-changer and has likely triggered an inflection-point effect that will benefit other landscapes due to clear institutionalization of methodologies and state-of-the-art decision-support tools, on-the-ground results and conservation change agents / champions that have moved to other NPs and key posts within the Indonesian Government.</li> </ul>
<p><b>Project shortcomings and solutions</b></p>	<p>Please describe what have been the main challenges of this project?</p> <ul style="list-style-type: none"> <li>○ What have been the main challenges/ shortcomings/ unforeseen circumstances of this project? For Outcome 3, hard results and contribution to the Development Objective are slightly more varied. Without question, the Project has generated a tremendous amount of information, due diligence and has led to a deeper exploration - and in one case operationalization - of innovative financial mechanisms purpose-built for the Sumatran context. These include Government Islamic Bonds (SBSN), Public Private Partnership (PPP) Schemes, Carbon Credits and Trading and Nature-Based Tourism amongst others, as well as business plans which begin to integrate them. These financing mechanisms are still in their infancy however, and must be tested and operationalized further, as well as go through multiple cycles of business planning for refinement. There were some limitations in the extent to which gender considerations were mainstreamed into some aspects of activities of the Project's implementation and monitoring and evaluation. However, this was largely a function of the cultural</li> </ul>

	<p>realities of patrolling / heavy field-based work, rather than a deficiency of the Project per se. In fact, the Project's gender analysis and attention to detail has been sufficiently robust with it being in tune to how different activities impact men and women differently. The TE consultant team recognizes and takes note of the steps taken on this front since the Midterm Review (MTR).</p> <p>Project has also laid bare and underscored the need for business continuity and contingency measures with respect to management. The disruption caused by the installation and onboarding of different National Project Managers impacted not only operations but financial oversight and delivery as well. Turnover of key staff, especially at the PMU during crucial periods has the potential to be detrimental to the Project's final months of operations.</p> <ul style="list-style-type: none"> <li>○ How were they overcome (if they were). The Project does provide an excellent model of effective community liaison and outreach leading to enhanced livelihood opportunities, stronger community attitudes to wildlife, better relations between authorities and communities, and improved wildlife conservation outcomes. However, community concerns remain regarding high pressures of Human Wildlife Conflict (HWC). Cases of HWC and tiger mortality require a comprehensive HWC mitigation strategy to address human and wildlife conflicts in the target landscape.</li> <li>○ Were the project results attained? If not, what changes need to be made to achieve these results in the future? Because many of the sustainable financing mechanisms are not yet in place, true sustainable alternative funding streams and diversification have not taken root. At the time of the TE, consultations with NP authorities noted that funding mechanisms were not sufficiently in place to fill the resourcing gaps in being able to patrol 90% of park area; also made worse by well-placed government policies to respond to the COVID-19 pandemic. For the Project to attain a lasting impact where forest resources are projected and financially sustainable, some key processes need to take place, including more varied piloting, deeper appreciation and connectivity of forest monitoring and PA contribution into the economy, as well as stronger government leadership on creating the enabling conditions for diversification to happen. The TE consultant team understand however that discussions between NP authorities and government entities are ongoing regarding whether more substantive funding allocation can be made.</li> </ul>
<p><b>Lessons learned</b></p>	<p>Please think about and describe the key lesson(s) learned from this project.</p> <ul style="list-style-type: none"> <li>○ What could have been done differently/ better?</li> <li>○ What would you recommend to improve future programming or for other similar projects elsewhere</li> <li>○ What mistakes should be avoided if the initiative were to be replicated?</li> <li>○ How easy would it be to replicate the successes in a different context/ country?</li> </ul> <p>Provide any other relevant information</p> <ul style="list-style-type: none"> <li>● Provincial Implementation Units (PIUs) at the landscape level were instrumental in absorbing disruption and providing</li> </ul>

	<p>operational continuity</p> <ul style="list-style-type: none"> <li>• It is imperative that projects with significant awareness and communication elements are designed with robust budgets to support these activities</li> <li>• Both national and international NGOs play an essential role in the tiger conservation equation and have complimentary skill sets. These organizations ought to be a regular fixture in the design of project governance mechanisms</li> <li>• Improved relations between NP officers and communities can lead to improved wildlife and conservation outcomes</li> <li>• Exit strategies are not just for the end of project operations</li> <li>• Sound financial management and reporting ought to include forecasting</li> </ul>
<p><b>Follow-up Actions</b></p>	<p>Based on the Final Project Review, include a brief record of decisions and conclusions related to follow-up actions</p> <ul style="list-style-type: none"> <li>• <b><i>Provincial Implementation Units (PIUs) at the landscape level were instrumental in absorbing disruption and providing operational continuity</i></b></li> </ul> <p>PIUs can provide much needed stability amid disruption and turnover within the PMU. This model and the use of PIUs should be a regular part of the management arrangements of future UNDP-supported, GEF-financed projects going forward and integrated into design as a hedge for continuity and has proved in the case of the UNDP-GEF Tiger Project, to be a robust delivery mechanism.</p> <ul style="list-style-type: none"> <li>• <b><i>It is imperative that projects with significant awareness and communication elements are designed with robust budgets to support these activities</i></b></li> </ul> <p>The UNDP-GEF Tiger project was not afforded a designated communications budget and activities were implemented by “drawing down” financial resources from core outcomes, while the Project still managed to deliver impressive results, not having designated budget lines compromises good long-term planning and forecasting. Projects that are generating myriad resources that may potentially be leveraged by other projects and at the global level also should consider Knowledge Management solutions to aggregate and disseminate results.</p> <ul style="list-style-type: none"> <li>• <b><i>Both national and international NGOs play an essential role in the tiger conservation equation and have complimentary skill sets. These organizations ought to be a regular fixture in the design of project governance mechanisms</i></b></li> </ul> <p>While the UNDP-GEF Tiger project was owned and implemented by KSDAE and other government entities, NGOs have also played an indispensable role in its success. NGOs should be consistently present and active participants in Project Board meetings. Out of 5 Project Board meetings, there was only 1 where NGOs were present as observers. This will help leverage</p>

	<p>complimentary skills and foster comprehensive end-to-end planning.</p> <ul style="list-style-type: none"> <li> <p><b><i>Improved relations between NP officers and communities can lead to improved wildlife and conservation outcomes</i></b></p> <p>The Project created an atmosphere of understanding and collaboration between NP officers and communities in the Project landscapes, leading to improved attitudes to wildlife and improved conservation outcomes.</p> </li> <li> <p><b><i>Exit strategies are not just for the end of project operations</i></b></p> <p>Transition strategies and exit planning should be built into Annual Work Plans with sustainability in mind. These exit strategies should be prioritized and actioned immediately following the MTR and have come much too late leaving a high-risk of loose ends and activities being completed without an appropriate transition plan.</p> </li> <li> <p><b><i>Sound financial management and reporting ought to include forecasting</i></b></p> <p>Financial management and reporting best practices should include/exercise 'forecasting' on a quarterly basis to inform the Project on the expected aggregated disbursement (i.e., Output level) for that year and hence required budget adjustment for subsequent years.</p> </li> </ul>
--	--

Project Information	
<b>Award ID:</b>	00085001
<b>CO Focal Points:</b>	Project Manager: Muhammad Yayat Afianto, e-mail address: muhammad.afianto@undp.org
<b>Partners:</b>	Directorate of Species and Genetic Biodiversity Conservation, Ministry of Environment and Forestry
<b>Project resources:</b>	<a href="http://www.sumatrantiger.id">www.sumatrantiger.id</a>
<b>Report prepared by:</b>	Muhammad Yayat Afianto, National Project Manager of Sumatran Tiger Project, and Monitoring and Reporting Officer UNDP Indonesia
<b>Date:</b>	15 March 2022