

# GEF-8 REQUEST FOR CEO CHILD ENDORSEMENT/APPROVAL

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## General Child Project Information

Child Project Title

Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE)

Region	GEF Project ID
Asia	11160
Country(ies)	Type of Project
Indonesia	FSP
GEF Agency(ies)	GEF Agency Project ID
UNDP	9613
Project Executing Entity(s)	Project Executing Type
Ministry of Forestry	Government
GEF Focal Area (s)	Submission Date
Multi Focal Area	5/9/2025
Type of Trust Fund	Project Duration (Months)
GET	72
GEF Project Grant: (a)	Agency Fee(s) Grant: (b)
14,428,898.00	1,298,601.00
PPG Amount: (c)	PPG Agency Fee(s): (d)
250,000.00	22,499.00
Total GEF Financing: (a+b+c+d)	Total Co-financing
15999998	56,855,400.00
Project Sector (CCM Only)	
AFOLU	

Rio Markers

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Land Degradation
Significant Objective 1	No Contribution 0	Principal Objective 2	No Contribution 0

### Project Summary

Provide a brief summary description of the project, to offer a snapshot of what is being proposed. The summary should include: (i) what is the problem and issues to be addressed? ii) as a child project under a program, explain how the description fits in the broader context of the specific program; (iii) what are the project objectives, and if the project is intended to be transformative,

how will this be achieved? and (iv) what are the GEBs and/or adaptation benefits, and other key expected results. (max. 250 words, approximately 1/2 page)

**Indonesia’s status as a biodiversity hotspot has been exploited by illegal wildlife trafficking, making this project a critical opportunity to bolster its role as a global leader in wildlife conservation. As part of the Global Wildlife Program (GWP) under GEF-8, the project builds on earlier GEF-financed and government investments to strengthen combatting the illegal wildlife trade through more effective law enforcement agency collaboration and enhanced engagement with local communities. By integrating conservation of globally significant biodiversity with human health protection and climate resilience, the project delivers multiple, synergistic benefits that extend beyond national borders.**

**The initiative employs cutting-edge technologies, such as forensic tools and digital monitoring, alongside multi-stakeholder governance to reduce illegal wildlife trade — a key driver of species loss and zoonotic spillover. With GEF investment, this initiative will enhance the management of over 500,000 hectares of protected areas, indirect reduction of 2.3 million metric tons of CO<sub>2</sub> emissions over 20 years. It will also directly benefit 4,000 people, including 1,200 women, by facilitating behavior change through improved livelihoods and other incentives, strengthening conservation governance, and reducing human-wildlife conflict. In parallel, the project will incorporate targeted demand-reduction interventions, leveraging local cultural values and community engagement to address drivers of IWT, complementing enforcement and livelihood strategies. The five target protected areas in Sumatra harbor extensive globally significant biodiversity, including the Sumatran tiger, orangutan, elephant, rhinoceros, as well as pangolin, sun bear, and several species of songbirds.**

## Child Project Description Overview

### Project Objective

To reduce biodiversity loss and mitigate zoonotic risk by strengthening interagency law enforcement, fostering behavior change, and advancing inclusive conservation through multi-level stakeholder engagement

### Project Components

#### Component 1: Enabling law enforcement systems

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
1,704,082.00	6,715,000.00

Outcome:

**Outcome 1:** Enhanced policy, regulatory framework and the Governance for integrated wildlife-related law enforcement.

Indicators and targets:

**Custom Indicators:** five (5) national strategies-policies-regulations on IWT operationalized; **one (1)** regulation enabling allocation of fines for conservation enacted; ecological valuation used in **three (3)** wildlife trafficking cases.

Output:

**Output 1.1.** Policy reform, regulatory reform, and/or institutional reform to strengthen law enforcement systems.

**Output 1.2.** Transformative national strategy and action plan for effective combating wildlife crime

**Output 1.3.** Strengthening utilization of ecosystem valuation in wildlife conservation.

**Output 1.4.** National wildlife conservation financing mechanism with policy-testing frameworks.

## Component 2: Effective collaboration among various stakeholders for wildlife protection

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
4,338,319.00	17,095,000.00

Outcome:

**Outcome 2:** Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity.

Indicators and targets:

**CI 11:** 50 UPT leaders trained (tracked through sex-disaggregated records);

**Custom Indicators:** **six (6)** wildlife crime cases prosecuted through TPPU provisions; **one (1)** national IWT enforcement database operationalized; **20** cross-sectoral joint case review meetings conducted; **six (6)** national-level cooperation agreements formalized; **26** joint enforcement operations conducted (**6** national + **20** cross-sectoral).

Output:

**Output 2.1.** Site level inter-sectoral collaboration mechanisms for combatting wildlife crime operationalized.

**Output 2.2.** Detection and evidence gathering online system among law enforcement agencies developed.

**Output 2.3.** Law enforcement training facilities designed and equipped for both men and women.

**Output 2.4.** Transnational legal agreements, including Mutual Legal Assistance agreements to disrupt poaching and trafficking network.

**Output 2.5.** Addressing Wildlife Laundering Through Breeder Oversight and Compliance Mechanisms.

## Component 3: Wildlife habitat protection, prevention of biodiversity loss, and zoonotic risk control

Component Type	Trust Fund
Investment	GET
GEF Project Financing (\$)	Co-financing (\$)
4,954,105.00	19,521,000.00

Outcome:

**Outcome 3.1:** Effectively managed and protected critical wildlife habitats.

Indicators and targets:

**CI 1:** Contributing towards improved management effectiveness of **638,846 ha** of PAs, through inter alia patrol frequency increased by **50%**; co-management models formally designated;

**CI 6:** Contributing towards indirect GHG emission reduction in AFOLU sector, through habitat protection and reduced fire incidence;

**CI 11:** 200 community members (at least 30% women) engaged in patrols, livelihoods, and incentives;

**Custom Indicators:** **one (1)** wildlife supply chain monitoring system operationalized; five (5) wildlife markets jointly monitored; **statistically significant improvement in KAP survey** results; **four (4)** additional task forces established; **two (2)** wildlife release strategies implemented; **20** livelihood initiatives, **four (4)** ecotourism pilots, and **ten (10)** incentive schemes implemented; **three (3)** conservation interventions using traditional knowledge.

**Outcome 3.2:** Wildlife supply chains are managed to reduce zoonotic spillover risks and maintaining human health.

Indicators and targets:

**CI 11:** 100 individuals (at least 30 percent women) trained on zoonotic spillover risks and surveillance;

**Custom Indicators:** Zoonotic prevention tools piloted at **five (5)** high-risk border points; **one (1)** wildlife DNA GenBank established and operational; **one (1)** Joint Risk Assessment completed for key wildlife markets; Wildlife health reporting piloted at **five (5)** border locations;

**six (6)** workshops on integrating wildlife health into early warning systems; **one (1)** cross-sectoral wildlife health data-sharing protocol operationalized.

Output:

**Output 3.1.1.** Enhanced law enforcement and catalytic site-level actions.

**Output 3.1.2.** Reduced threats to wildlife from poaching and other illegal activities in targeted sites by patrol and use of technology that is friendly operated by men and women.

**Output 3.1.3.** Engaged local communities participate in wildlife and habitat protection including livelihood opportunities, demand reduction, and rewards mechanisms.

**Output 3.1.4.** Improved understanding and management of human-wildlife conflicts through enhanced reporting and adaptive mitigation strategies.

**Output 3.2.1.** Zoonotic prevention tool/protocol at the country border points authority and engaged passenger and goods transportation services companies.

**Output 3.2.2.** Government officials and company staff trained in scanning potential illegal trade and courier-related wildlife activities.

**Output 3.2.3.** Capacity building on potential risk of zoonotic spillover from wildlife.

**Output 3.2.4.** Establishment of a Wildlife Forensic DNA Database and Strengthening Laboratory Capacities for Examination of Wildlife DNA Samples.

## Component 4: Knowledge exchange for transformational results

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
2,400,461.00	9,459,000.00

Outcome:

**Outcome 4:** Upscaled knowledge and technology on Integrated law enforcement and decision-making support systems.

Indicators and targets:

**CI 11:** Contributes to 4,000 direct beneficiaries, including at least 1,200 women; ~3,650 beneficiaries reached via digital systems, training, and tools under this component;

**Custom Indicators:** **six (6)** IT tools developed and operationalized for enforcement coordination; **two (2)** operation rooms established and equipped for stakeholder use; **six (6)** lessons shared via GWP platforms; **six (6)** through regional/global venues; **ten (10)** shared nationally.

Output:

**Output 4.1.** Knowledge products disseminated for exchange and technical capacity building.

**Output 4.2.** Operational of IT-based law enforcement support tools.

**Output 4.3.** Project results regularly tracked and disseminated at national and international levels.

**Output 4.4.** Youth participation both male and female in wildlife protection mover's programme.

## M&E

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
344,841.00	1,358,000.00

Outcome:

Project implementation and results strengthened through participatory and gender sensitive monitoring and evaluation.

Output:

Project monitoring, evaluation and reporting systems developed and implemented.

## Component Balances

Project Components	GEF Project Financing (\$)	Co-financing (\$)
Component 1: Enabling law enforcement systems	1,704,082.00	6,715,000.00
Component 2: Effective collaboration among various stakeholders for wildlife protection	4,338,319.00	17,095,000.00
Component 3: Wildlife habitat protection, prevention of biodiversity loss, and zoonotic risk control	4,954,105.00	19,521,000.00

Component 4: Knowledge exchange for transformational results	2,400,461.00	9,459,000.00
M&E	344,841.00	1,358,000.00
<b>Subtotal</b>	<b>13,741,808.00</b>	<b>54,148,000.00</b>
Project Management Cost	687,090.00	2,707,400.00
<b>Total Project Cost (\$)</b>	<b>14,428,898.00</b>	<b>56,855,400.00</b>

Please provide Justification

## CHILD PROJECT OUTLINE

### A. PROJECT RATIONALE

Describe the current situation: the global environmental problems and/or climate vulnerabilities that the project will address, the key elements of the system, and underlying drivers of environmental change in the project context, such as population growth, economic development, climate change, sociocultural and political factors, including conflicts, or technological changes. Since this is a child project under a program, please include an explanation of how the context fits within the specific program agenda. Describe the objective of the project, and the justification for it. (Approximately 3-5 pages) see guidance here

Indonesia, as one of the world's 17 megadiverse countries, holds extraordinary ecological significance, boasting the second highest biodiversity globally<sup>[1]</sup>. It boasts 5,014 fish species, 777 mammal species, and 19,232 plant species.<sup>[2]</sup> It houses two of the planet's 25 biodiversity hotspots, 18 of WWF's Global 200 ecoregions, and 24 Bird Life International Endemic Bird Areas. Its forests—the third largest after the Amazon and Congo Basin—are critical carbon sinks and biological reservoirs, supporting endangered species such as the Sumatran tiger, rhinoceros, elephant, and orangutan, alongside a wealth of endemic flora and fauna.<sup>[3]</sup>

Beyond its national significance, Indonesia's role in the global illegal wildlife trade (IWT) network is profound. With over 7.7 million live specimens exported between 1975 and 2021<sup>[4]</sup> The country is estimated to supply up to USD 1 billion worth of illegal wildlife products annually and accounts for as much as 25% of global demand<sup>[5][6]</sup>. Acting as both a major source country and a critical transit hub, Indonesia's IWT networks link Southeast Asia's biodiversity hotspots with consumer markets across the region and beyond. Unregulated trade and trafficking not only threaten biodiversity but also heighten the risk of zoonotic disease spillovers, with potentially catastrophic consequences for global health.<sup>[7]</sup> This underscores the global environmental and health stakes tied to Indonesia's domestic conservation efforts. The LEVERAGE project thus adopts a transnational

approach, integrating regional cooperation into its enforcement and governance strategies. Through participation in the GEF-8 Global Wildlife Program (GWP) knowledge platform and direct partnerships with neighboring countries such as Malaysia, Vietnam, and Thailand, the project aims to disrupt cross-border trafficking routes, share intelligence, and scale up best practices across jurisdictions. These transboundary interventions ensure that project outcomes contribute not only to Indonesia's national conservation goals but also to regional and global efforts to combat wildlife crime and mitigate zoonotic spillover risks.

The Illegal Wildlife Trade (IWT) in Indonesia causes significant environmental issues, including biodiversity loss, habitat destruction, the spread of diseases, ecosystem disruption, and economic losses. Many endangered and threatened species are hunted and traded for their parts, such as elephant tusks and rhino horns, which puts them at risk of extinction. IWT also disrupts ecosystems by removing key species, alters the balance of predator-prey relationships and contributes to the spread of zoonotic diseases. The illegal trade diverts resources from more sustainable forms of economic development and has significant economic costs for Indonesia. In 2009, the IWT was estimated to result in a USD 640 million financial loss for Indonesia<sup>[8]</sup>. More recent assessments indicate that the annual value of illegal wildlife trade in Indonesia is up to USD 1 billion, reflecting the persistent and escalating economic impact of this illicit activity.<sup>[9]</sup> This substantial financial loss underscores the urgent need for enhanced law enforcement and conservation efforts to combat IWT and mitigate its economic, environmental, and social repercussions.

However, despite this intrinsic value, Indonesia faces escalating pressures that, if unaddressed, could catalyze a dramatic ecological collapse. Illegal wildlife trade (IWT), habitat fragmentation from agricultural expansion, weak enforcement, and systemic governance challenges converge to drive species extinction and degrade vital ecosystems. In parallel, increased human-wildlife interactions heighten the risk of zoonotic disease spillovers, threatening human well-being and regional economic stability. In the absence of targeted interventions, simple future narratives predict a scenario where Indonesia's flagship species are driven to extinction within decades, biodiversity losses undermine ecosystem services critical to livelihoods and climate resilience, and the country becomes a global hotspot for emerging infectious diseases. The LEVERAGE project is conceived to intervene at this pivotal moment, aiming to shift these trajectories through strategic, integrated action.

In the baseline scenario without this project, Indonesia's capacity to address IWT remains constrained despite recent progress. The passage of Law No. 32/2024 on Nature Conservation provides a promising legal foundation, introducing stricter penalties, enabling conservation trust funds, and expanding jurisdictional coverage to marine and coastal ecosystems. However, until this law is fully promulgated and operationalized, enforcement agencies operate under fragmented mandates and resource limitations. The profitability of IWT remains high compared to alternative livelihoods, particularly among rural communities facing economic vulnerability. While the GEF-6 Combating IWT project (GEF ID 9150) made strides in piloting community-based conservation models and enhancing enforcement frameworks, these initiatives remain localized and insufficiently scaled to address national-level challenges.

Unregulated trade and trafficking not only threaten biodiversity but also heighten the risk of zoonotic disease spillovers, with potentially catastrophic consequences for global health.<sup>[10]<sup>10</sup></sup> Addressing these challenges in Indonesia is vital to achieving international conservation and pandemic prevention goals under frameworks like the Kunming-Montreal Global Biodiversity Framework, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Global Action Plan of Biodiversity and Health<sup>[11]<sup>11</sup></sup>. In alignment with Indonesia's **National Biodiversity Strategy and Action Plan 2025-2045 (NBSAP)**<sup>[12]<sup>12</sup></sup> and national zoonotic disease prevention strategies, the project will explore synergies with the **Indonesian One Health Coordinating Unit** and the **National Zoonosis Committee** to ensure coherence with ongoing national efforts.

Against this backdrop, the LEVERAGE project seeks to achieve transformative outcomes by strengthening collaborative law enforcement systems, embedding cutting-edge technologies such as cyber patrols and forensic DNA analysis into enforcement protocols, and fostering positive behavioral change through community engagement and diversified livelihood options. Outcomes will include enhanced management effectiveness of over 500,000 hectares of critical (forested) protected areas, direct benefits to 4,000 individuals including at least 1,200 women, a reduction in IWT activities, and significant contributions toward global environmental benefits including the avoidance of 2.3 million metric tons of CO<sub>2</sub> emissions over 20 years.

Key barriers to achieving these outcomes include systemic governance weaknesses, fragmented financing flows related to environmental penalties, deep-rooted socio-economic dependence on IWT, and limited enforcement capacity at both national and local levels. Conversely, enabling factors that the project will leverage include Indonesia's strengthened policy framework, political commitment to biodiversity conservation and One Health principles, lessons learned from prior GEF investments, and growing societal recognition of the linkages between environmental degradation, economic security, and human health.

**Barrier 1: Gaps in policy and regulatory frameworks.** Despite the passage of Law No. 32 of 2024, key regulatory and enforcement challenges remain unresolved. The law has yet to be promulgated, meaning that some of its most promising provisions — such as new penalties, financing for conservation, and expanded enforcement mechanisms — cannot yet be implemented.<sup>[13]<sup>13</sup></sup> This delay introduces a significant barrier to the success of interventions, as the project must operate within the constraints of an outdated legal framework until the law has full effect. This aligns with GEF-8 GWP priorities to strengthen policy frameworks for combating wildlife crime. By operationalizing key provisions of Law No. 32, such as conservation financing and anti-trafficking mechanisms, the project addresses systemic governance challenges and ensures alignment with global best practices.

Moreover, fragmented financial flows related to environmental fines and penalties further undermine conservation financing efforts. The absence of a comprehensive environmental financial system mapping limits Indonesia's ability to channel enforcement-generated revenues into conservation priorities. This project will address these institutional gaps by establishing clear financial pathways that link legal enforcement outcomes with sustainable biodiversity protection.

Permit issuance remains problematic, especially for wildlife breeding programs and the exotic pet trade, where regulatory loopholes continue to enable illegal activities.<sup>[14]<sup>14</sup></sup> In some cases, offenders exploit gaps in permit systems, using them as cover to engage in IWT. Additionally, insufficient law enforcement and regulatory oversight in wet markets provide further avenues for the illegal sale of protected species under the guise of legitimate trade. Corruption within permit-issuing bodies also hampers progress, with some local authorities issuing permits with minimal oversight or accepting bribes to facilitate the trade of protected species.<sup>[15]<sup>15</sup></sup>

The failure to classify IWT as a transnational organized crime further limits Indonesia's ability to combat complex wildlife trafficking networks effectively. Current legal frameworks treat many IWT cases as isolated offenses rather than organized criminal activities that span multiple jurisdictions.<sup>[16]<sup>16</sup></sup> This classification gap restricts Indonesia's ability to collaborate internationally and prosecute offenders using the United Nations Convention Against Transnational Organized Crime (UNTOC) framework, which could enable stronger penalties and international cooperation.<sup>[17]<sup>17</sup></sup>

**Barrier 2: Shortfalls in government conservation funding and lack of wildlife-focused financing instruments.** Conservation efforts in Indonesia face significant challenges due to inadequate and unsustainable funding mechanisms. While Law No. 32 of 2024 introduces provisions for establishing national-level trust funds to finance conservation efforts, these mechanisms have yet to be fully operationalized. This gap limits the availability of dedicated resources for wildlife protection and habitat restoration, creating dependence on short-term and inconsistent funding streams.

The absence of wildlife-focused financing instruments, such as ecological valuations tied to fines, legal restitution, and incentive-based mechanisms, further compounds this issue. Without clear pathways for holding accountable those whose actions impact wildlife resources, whether through penalties for illegal activities, such as those linked to IWT networks, or compensatory mechanisms like biodiversity offsets and payment for ecosystem services, efforts to finance wildlife conservation and combat IWT remain constrained.

Aligned with the **GEF-8 GWP** priorities, this project addresses these shortfalls by:

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- **Creating enabling condition for operationalization of Wildlife Conservation Financing Mechanism:** Operationalizing policy or regulation under the framework of Law No. 32 of 2024, informed by a **mapping of Indonesia’s environmental financing**. Building upon ongoing initiatives, including that of Ministry of Forestry<sup>[18]</sup><sup>18</sup> and WCS, this mapping, anchored in **Component 1**, will identify optimal funding pathways to ensure transparent financial flows, enabling fines, penalties, and other revenues to be efficiently reinvested into wildlife protection and ecosystem restoration programs.
- **Innovative Financing Mechanisms:** Developing and piloting instruments such as payment-for-ecosystem-services schemes, tax benefits for conservation-oriented businesses, and biodiversity offsets to ensure sustained funding.
- **Ecological Valuation Integration:** Linking ecological valuations to legal restitution processes to ensure that fines and penalties reflect the true cost of biodiversity loss and contribute meaningfully to conservation financing.

These efforts aim to create a sustainable and scalable financing model that addresses the root causes of funding inadequacies and provides long-term support for conservation outcomes. By aligning financial incentives with ecological goals, the project leverages innovative approaches to ensure the protection of critical ecosystems and species. The proposed conservation financing mechanisms, which could include a trust fund, will be informed by a mapping of Indonesia’s existing environmental financing landscape, ensuring coherence with national financial strategies and optimizing existing flows for enhanced sustainability.

**Barrier 3: Shortcomings in enforcement capacity, limited enforcement coordination, and insufficient sharing of intelligence.** Despite Indonesia’s legal framework, critical barriers persist in law enforcement against illegal wildlife trade (IWT). Challenges in operational coordination among national, regional, and local agencies have led to fragmented enforcement efforts, slowing responses to trafficking networks. This fragmentation is exacerbated by limited technology for intelligence gathering, insufficient cross-border cooperation, and a lack of gender-sensitive training for law enforcement officials. Weak inter-agency collaboration leaves Indonesia vulnerable to transnational organized wildlife crime networks operating with sophisticated trafficking methods and limited fear of disruption, further facilitated by uneven international engagement in mutual legal assistance treaties (Nijman et al., 2022<sup>[19]</sup><sup>19</sup>; Anagnostou & Doberstein, 2022<sup>[20]</sup><sup>20</sup>). Key challenges include the following:

- **Fragmented Enforcement Coordination:** Limited inter-agency collaboration across the national, regional, and local levels, as well as international partners, creates operational silos, resulting in delayed responses to criminal activities and missed opportunities to dismantle trafficking networks.<sup>[21]</sup><sup>21</sup>

- **Limited Capacity for Intelligence Gathering:** Poaching and trafficking networks use sophisticated tools and methods, but the lack of a national digital system for intelligence gathering hampers coordinated enforcement and tracking of offenders.[\[22\]](#)<sup>22</sup>
- **Inadequate Training Resources:** Law enforcement agencies lack access to advanced wildlife crime training facilities, with insufficient emphasis on gender-sensitive approaches to promote inclusive leadership and professional growth for women.[\[23\]](#)<sup>23</sup>
- **Insufficient Cross-Border Cooperation:** While Indonesia is a signatory to various international conventions, including CITES and UNTOC, the limited implementation of mutual legal assistance treaties (MLA) hampers the disruption of cross-border wildlife trafficking networks (CITES, 2020[\[24\]](#)<sup>24</sup>; OECD, 2022[\[25\]](#)<sup>25</sup>).

Overcoming this barrier aligns with GWP priorities to enhance enforcement capacity through gender-sensitive training programs, interagency collaboration, and advanced surveillance technologies. The project also fosters transboundary cooperation to combat international trafficking networks.

**Barrier 4: High demand outweighs potential costs of sanctions, leading to persistent wildlife-related threats and conflicts in and near protected areas.** The demand for wildlife and wildlife products has remained high across domestic and international markets, making wildlife-related crime profitable despite legal risks.[\[26\]](#)<sup>26</sup> While Indonesia's recent legislative reforms, including the Law No. 32/2004, impose stricter penalties, enforcement gaps continue to pose challenges. Profit margins in illegal trade networks often outweigh potential sanctions, particularly in regions with weak enforcement capacity and inconsistent penalties.[\[27\]](#)<sup>27</sup> Protected areas and buffer zones remain vulnerable due to continued poaching and encroachment activities, driven by a lucrative black market for exotic animals and plants.

A key challenge is balancing deterrence and incentives. Law enforcement agencies often face limitations in technology, resources, and inter-agency collaboration, making it difficult to disrupt trafficking networks efficiently.[\[28\]](#)<sup>28</sup> While stronger sanctions have been introduced through the legislative reforms, poor coordination between national and regional governance frameworks leaves enforcement fragmented, reducing deterrence.[\[29\]](#)<sup>29</sup> Furthermore, underlying socioeconomic factors continue to drive poaching as a livelihood strategy for local communities with limited alternative income sources.[\[30\]](#)<sup>30</sup> Addressing this economic dependency is central to GWP's focus on community engagement. This project implements sustainable livelihood programs, benefit-sharing mechanisms, and community-based conservation initiatives to reduce reliance on illegal activities. To complement its primary focus on supply-side interventions, this project

incorporates targeted, community-driven demand-reduction activities within Indonesia, such as behavior change campaigns aligned with local cultural values and engagement with traditional leaders. These efforts help address domestic consumer drivers of IWT while supply-side actions continue to disrupt **domestic and international IWT networks** and generate financial resources through fines and penalties, supporting long-term conservation efforts.

**Barrier 5: Low Awareness and Capacity to Address Zoonotic Spillover Risks.** Indonesia's rich biodiversity, combined with extensive legal, unregulated, and illegal wildlife trade, significantly increases the risk of zoonotic spillover events. Wet markets, where live animals - often from diverse species - are sold and slaughtered, further exacerbate these risks by creating high-contact environments conducive to pathogen transmission.

While illegal trade is a key focus of this proposal, **the legal and unregulated wildlife trade, due to its far greater volume, presents an even higher risk for zoonotic spillover.** Pathogens do not distinguish between legal and illegal trade; rather, the sheer scale of wildlife transactions increases the frequency of human-animal interactions, creating more opportunities for disease transmission. This underscores the need for robust preventive frameworks that address zoonotic risks across all trade systems, regardless of their legality<sup>[31]</sup><sup>31</sup>.

The infrastructure for zoonotic disease prevention remains underdeveloped, with limited awareness among key actors, including border authorities and transportation stakeholders. Despite the lessons of the COVID-19 pandemic, preparedness across sectors remains uneven, leaving critical gaps in regulation and enforcement. Weak regulatory frameworks, porous borders, and inadequate health protocols at points of entry further amplify risks.<sup>[32]</sup><sup>32</sup> While Indonesia has established the One Health Coordinating Unit and the National Zoonosis Committee, implementation remains fragmented due to sectoral silos, funding constraints, and policy misalignment<sup>[33]</sup><sup>33</sup>. To strengthen zoonotic spillover prevention, efforts should align with Indonesia's **One Health approach**, which integrates human, animal, and environmental health perspectives in disease control. Engagement with the **One Health Coordinating Unit** and the **National Zoonosis Committee** will help ensure coherence with national strategies while addressing gaps in border health security.

A primary challenge is the lack of standardized monitoring protocols to identify potential spillovers and regulate wildlife movement across borders and within domestic markets. Inconsistent practices across sectors and agencies hinder the ability to detect and address zoonotic risks effectively. Existing efforts to develop wildlife health event monitoring systems in Indonesia remain fragmented, highlighting the need for a unified approach<sup>[34]</sup><sup>34</sup>. Better interagency and ministerial collaboration is essential, and the establishment of a trusted and standardized interagency/ministerial SOP would be a transformative step toward addressing these challenges. Such an SOP could formalize roles, responsibilities, and communication pathways, enabling coordinated action across wildlife authorities, border agencies, and public health sectors.

Moreover, transportation services and courier companies are not yet systematically engaged in preventing the movement of potentially infected or illegally traded animals. Given that any animal in trade—legal or illegal—may harbor pathogens, strengthening biosecurity measures across all transport networks is critical to reducing spillover risks. Comprehensive engagement of these sectors, paired with targeted training and robust monitoring systems, could significantly enhance zoonotic spillover prevention efforts, , especially given the high volume of legal trade and its associated risks. Aligned with GEF-8 GWP's One Health approach, this project strengthens biosafety protocols, trains stakeholders in zoonotic risk management, and reduces spillover risks at wildlife trade hotspots.

**Barrier 6: Low use of specialized investigation techniques.** A persistent challenge in Indonesia's wildlife enforcement efforts is the limited use of specialized investigation techniques. Advanced tools—such as wildlife forensics, financial crime tracking, and digital evidence management—are crucial to combat sophisticated trafficking networks. These networks often operate through online platforms, encrypted messaging, and complex financial schemes that exceed the capacity of many local enforcement units.<sup>[35]<sup>35</sup></sup> The limited availability of technology and poor interagency coordination have hampered the development of specialized investigative frameworks to track IWT. This aligns with GWP's emphasis on leveraging technology to combat wildlife crime. The project will establish a wildlife DNA database, train enforcement personnel in digital forensics, and operationalize AI-driven monitoring tools.

**Barrier 7: Limited knowledge exchange and upscaling of best practices.** Indonesia's wildlife conservation initiatives have achieved isolated successes, but these are not systematically documented or shared across agencies, provinces, and international networks. This fragmentation reduces the potential for replication and scaling of effective practices. Limited cross-sector collaboration hinders efforts to address complex conservation issues like poaching, human-wildlife conflict, and zoonotic disease risks.<sup>[36]<sup>36</sup></sup>

The LEVERAGE project will transform this fragmentation by actively engaging with the GEF-8 GWP knowledge platform, not as a passive participant but as a strategic global contributor and regional hub in Southeast Asia for knowledge sharing. Indonesia's pivotal role as a source and transit hub for illegal wildlife trade positions the project to offer critical insights on combating transboundary trafficking. For example, the project's innovations in IT-based enforcement tools and its efforts to operationalize a conservation financing mechanism will provide scalable models for addressing systemic challenges across the region. These contributions will be complemented by lessons drawn from GWP countries that have successfully tackled similar issues, such as regional enforcement networks and community-driven conservation approaches.

Through co-financed participation in GWP-hosted workshops, technical exchanges, and cross-border learning initiatives, the LEVERAGE project will build partnerships with countries such as Malaysia, Thailand, and Vietnam to align strategies on wildlife crime and zoonotic spillover prevention. These collaborations will not only support Indonesia's conservation goals but also contribute to a stronger, more connected Southeast Asian

response to wildlife crime. By bridging the gap between localized successes and global best practices, the project ensures that lessons learned are systematically documented, shared, and adapted, driving systemic change in biodiversity conservation across Indonesia and beyond. These challenges are addressed through targeted knowledge-sharing and regional collaboration efforts outlined in Component 4.

The selection of this particular project, as opposed to other potential options, is grounded in its capacity to build directly upon successful models piloted under GEF-6 while addressing critical system-level gaps that prior projects could not fully tackle. Specifically, LEVERAGE uniquely integrates enforcement, community livelihoods, zoonotic risk reduction, and financial sustainability mechanisms in a cohesive, mutually reinforcing framework. Its design ensures that outcomes will endure beyond the project lifetime by embedding conservation financing mechanisms into law enforcement structures, strengthening co-management frameworks with local communities, and shifting societal behaviors through culturally attuned behavior change strategies.

Stakeholder engagement lies at the heart of the project's theory of change. Key government stakeholders include the Ministry of Forestry (Executing Entity), the Directorate of Law Enforcement (Gakkum), and the Indonesian National Police (POLRI), all of whom will collaborate in strengthening enforcement systems and governance mechanisms. Local communities residing near protected areas, particularly indigenous groups and marginalized populations, will play central roles in co-management of natural resources, community-based monitoring, and development of sustainable livelihoods linked to biodiversity protection. Non-governmental organizations such as Wildlife Conservation Society (WCS), TRAFFIC, and the Indonesia One Health University Network (INDOHUN) will contribute technical expertise, capacity-building support, and knowledge dissemination functions. The private sector, particularly ecotourism operators and agroforestry enterprises, will be engaged to support market access for sustainable products and services, creating long-term incentives for conservation-friendly behaviors.

The project fits squarely within the existing landscape of conservation and sustainable development investments in Indonesia. It complements UNDP's Biodiversity Finance Initiative (BIOFIN) by strengthening revenue generation mechanisms linked to enforcement actions, and aligns with the Indonesia Biodiversity Strategy and Action Plan (IBSAP 2025–2045) and Indonesia's One Health Strategy. It builds upon lessons learned from the GEF-6 CIWT project regarding the importance of integrating enforcement with livelihoods and behavior change interventions, and draws from regional experiences under the GEF-5 and GEF-6 Global Wildlife Program (GWP) phases. By strategically filling gaps left by previous initiatives—particularly in enforcement financing, systemic governance, and zoonotic risk reduction—the project ensures a high degree of additionality, maximizing the catalytic impact of GEF resources.

Although this project does not constitute a Non-Grant Instrument (NGI), it addresses key financial barriers by strengthening environmental fine and penalty collection systems, establishing conservation trust funds, and linking financial incentives directly to conservation outcomes. In doing so, it enhances Indonesia's ability to sustain biodiversity gains over the long term, even as political, economic, and environmental conditions evolve.

The LEVERAGE project is a timely, strategically designed intervention that integrates biodiversity conservation, livelihood security, law enforcement strengthening, and zoonotic disease risk reduction in a

coherent, systemic manner. It responds directly to Indonesia's national priorities and international commitments, addresses critical gaps identified through extensive baseline analysis, and positions Indonesia as a leader in innovative, integrated responses to one of the world's most pressing environmental and public health challenges.

Thus, the LEVERAGE project offers a catalytic, integrated response to Indonesia's biodiversity, health, and climate challenges, generating national and global environmental benefits.

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## B. CHILD PROJECT DESCRIPTION

This section asks for a theory of change as part of a joined-up description of the project as a whole, including how it addresses priorities related to the specific program, and how it will benefit from the coordination platform. The project description is expected to cover the key elements of good project design in an integrated way. It is also expected to meet the GEF's policy requirements on gender, stakeholders, private sector, and knowledge management and learning (see section D). This section should be a narrative that reads like a joined-up story and not independent elements that answer the guiding questions contained in the guidance document. (Approximately 3-5 pages) see guidance here

Indonesia's extraordinary biodiversity is under acute threat from escalating illegal wildlife trade (IWT), habitat loss, and zoonotic spillover risks. The LEVERAGE project presents a systemic solution by strengthening enforcement, expanding community-based conservation, and leveraging One Health principles to safeguard ecosystems and human health.

## Barriers to Change and Drivers of Intervention Design

The project recognizes a series of entrenched and interlocking barriers that have historically limited the effectiveness and scalability of biodiversity conservation in Indonesia. These include institutional fragmentation, with overlapping mandates and siloed budgets among enforcement, forestry, and health

agencies<sup>[1]<sup>37</sup></sup>; severe resource constraints in patrol coverage, forensic labs, and local judiciary capacity<sup>[2]<sup>38-39</sup></sup>; and entrenched community reliance on IWT, particularly in buffer zones where alternative livelihoods remain underdeveloped or culturally mismatched (*ProDoc Annexes* 22 and 27). Behavior change efforts have historically struggled due to inconsistent messaging and limited local legitimacy of messengers<sup>[4]<sup>40</sup></sup>. Meanwhile, the political salience of IWT remains low, creating risks that conservation priorities can be deprioritized amid shifts in leadership or budget reallocations. These systemic weaknesses were evident in the limited sustainability and geographic reach of prior pilots under the GEF-6 CIWT project, and the slow uptake of integrated governance models under CoPLI.

These challenges were also identified in earlier GEF-5 and GEF-6 investments, including the CIWT and Tiger projects, which showed that SMART patrols, interagency collaboration, and behavior change efforts can reduce IWT pressures when integrated with community incentives. However, these efforts often lacked sustainable financing, clear legal mandates, or scalability across provinces. USAID's LESTARI project and INTERPOL partnerships helped improve data systems but struggled to secure long-term institutional buy-in. The LEVERAGE project applies these insights by strengthening enforcement financing, embedding culturally attuned behavior change, and formalizing coordination under national legislation.

LEVERAGE directly addresses these gaps by institutionalizing inter-agency coordination platforms, embedding wildlife forensics and cyber patrol technologies into SOPs, aligning conservation-compatible livelihoods with market access, deploying trusted influencers for behavior change campaigns, and anchoring reforms in Indonesia's new Law No. 32/2024 to buffer against political volatility and ensure continuity.

## Theory of Change

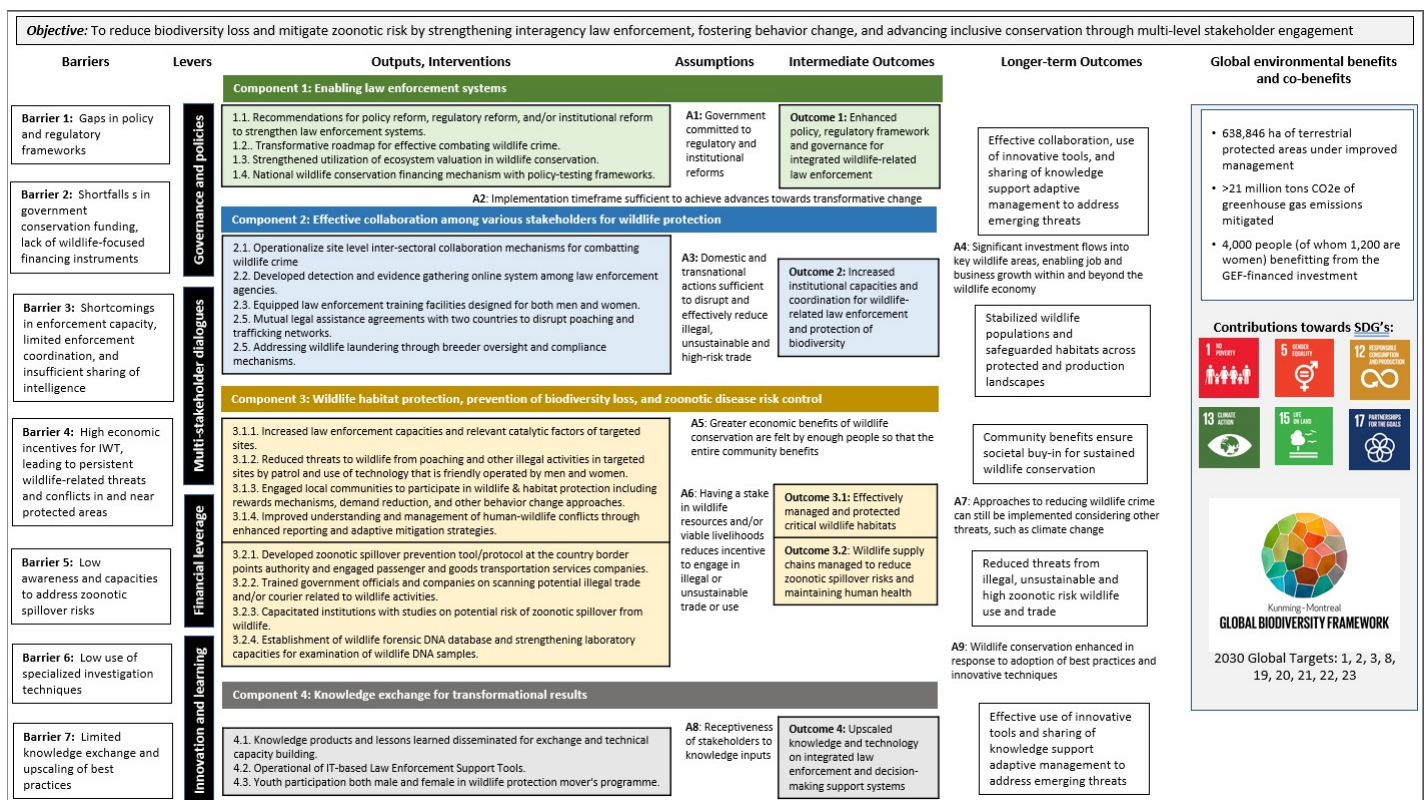
The project's Theory of Change recognizes IWT as driven by weak enforcement, limited livelihood opportunities, high consumer demand, and fragmented governance across environmental, enforcement, and health sectors. These structural weaknesses are exacerbated by inadequate conservation financing mechanisms and limited community trust in enforcement-led conservation (*ProDoc Annexes* 19, 26). LEVERAGE addresses these root drivers through a systems-level response: strengthening enforcement; expanding culturally appropriate, biodiversity-compatible livelihoods; shifting consumer behavior through targeted communications; and embedding One Health surveillance and governance reforms across relevant agencies.

These causal pathways assume that institutional commitment, community participation, and cross-sectoral coordination will endure and scale. Feedback loops between interventions are critical: improved enforcement reduces impunity and deters trafficking, making conservation-compatible livelihoods more viable. In turn,

community economic resilience and participatory land-use agreements increase local buy-in, which reduces tolerance for IWT and reinforces enforcement legitimacy. Social norm change campaigns complement these dynamics by lowering demand and increasing political will for continued investment in biodiversity and One Health outcomes.

Each component is designed to be adaptive and modular, building on lessons from GEF-6 CIWT and CoPLI pilots. The use of forensic evidence and digital tools accelerates learning cycles across patrol, prosecution, and intelligence-sharing functions. Meanwhile, the integration of conservation financing mechanisms—such as environmental fine reinvestment and conservation trust funds (*ProDoc Annexes* 19 and 30)—ensures financial sustainability and institutional anchoring beyond the life of the project. Together, these elements aim to create a resilient, integrated, and scalable national model for combating IWT while generating lasting global environmental benefits.

The Theory of Change diagram is shown below:



## Incremental Reasoning

Without GEF support, baseline efforts will remain fragmented and insufficiently resourced to confront the scale and complexity of Indonesia's illegal wildlife trade and zoonotic risk profile. Conservation and enforcement efforts would continue in silos — with some focused on prosecution, others on community outreach or zoonotic surveillance — but without the connective tissue to ensure systemic impact. Promising

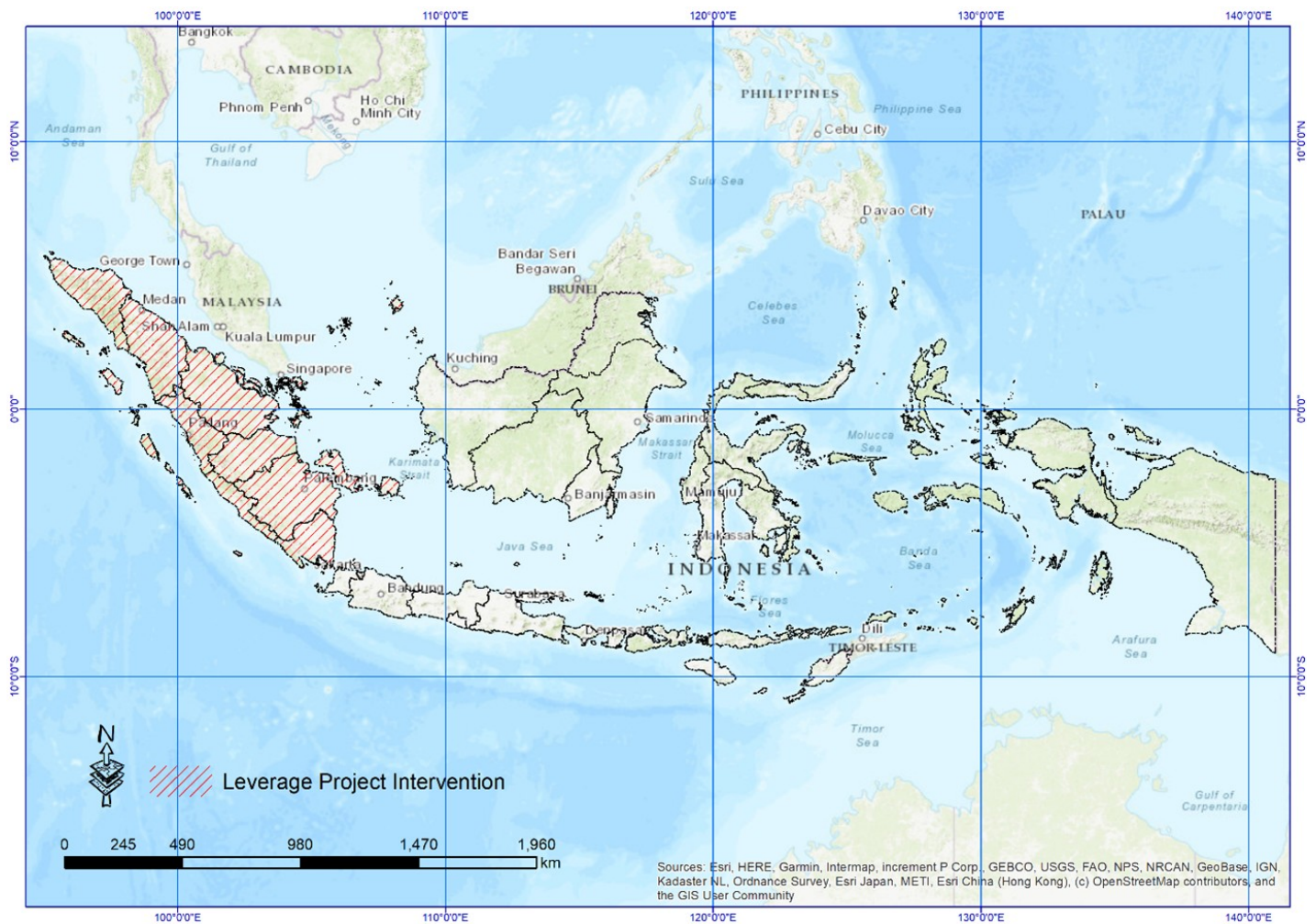
models from GEF-6 (e.g., cyber patrol pilots, community conservation agreements) would remain localized, underfunded, and vulnerable to political turnover. Critically, the opportunity to operationalize Law No. 32/2024 as a platform for conservation finance reform could be lost, leaving enforcement-generated revenues untracked and underutilized. The likely result would be ongoing deforestation, increased extinction risk for Sumatran flagship species, diminished community trust in conservation institutions, and a worsening regional threat of zoonotic disease emergence.

If current trends continue unchecked, Indonesia risks losing several of its most iconic and ecologically vital species, including the critically endangered Sumatran orangutan (fewer than 7,000 individuals remaining), whose survival is increasingly threatened by habitat loss and illegal capture for the exotic pet trade, and the Sumatran tiger (fewer than 400 individuals) and the Sumatran rhinoceros (fewer than 80 individuals). The rampant trade in wild-caught songbirds — integral to Indonesia's forest ecosystems and cultural traditions — is also driving native bird populations toward collapse. Left unaddressed, the persistent illegal wildlife trade will not only push species toward extinction but also heighten the risk of zoonotic spillover events, threatening regional and global public health. The time to intervene is now: the LEVERAGE project represents a critical opportunity to avert irreversible biodiversity loss and to safeguard ecosystems that underpin livelihoods, cultural heritage, and human well-being across Indonesia and beyond.

In contrast, GEF support enables the integration and scaling of proven approaches, supports structural reforms already in motion, and positions Indonesia to serve as a regional model for biodiversity-health enforcement systems.

## Site Selection

Site level interventions are planned in Sumatra Island (see *ProDoc Figure* below), a priority region for sourcing illegally traded wildlife from Indonesia. This region is the habitat of four big globally endangered species: Sumatran tiger (*Panthera tigris sumatrae*; IUCN Red List: Critically Endangered CR), Sumatran elephant (*Elephas maximus ssp. sumatranus*; IUCN Red List: CR), Sumatran orangutan (*Pongo abelii*; IUCN Red List: CR), and the Sumatran rhinoceros (*Dicerorhinus sumatrensis*; IUCN Red List: CR), as well as many other species with high biodiversity and IWT value such as the Sunda pangolin and helmeted hornbill. Each of the above species are CITES Appendix I species meaning commercial trade is generally prohibited. Sumatra, as a primary focus of the LEVERAGE project, embodies the priorities of the GEF-8 Global Wildlife Program (GWP) by addressing critical threats to biodiversity and combating illegal wildlife trade. Target sites, including Bukit Barisan Selatan National Park and Bukit Tiga Puluh National Park, have been prioritized due to their ecological significance and the pervasive challenges they face from habitat loss, poaching, and human-wildlife conflict.



*ProDoc Figure 1: Country map*

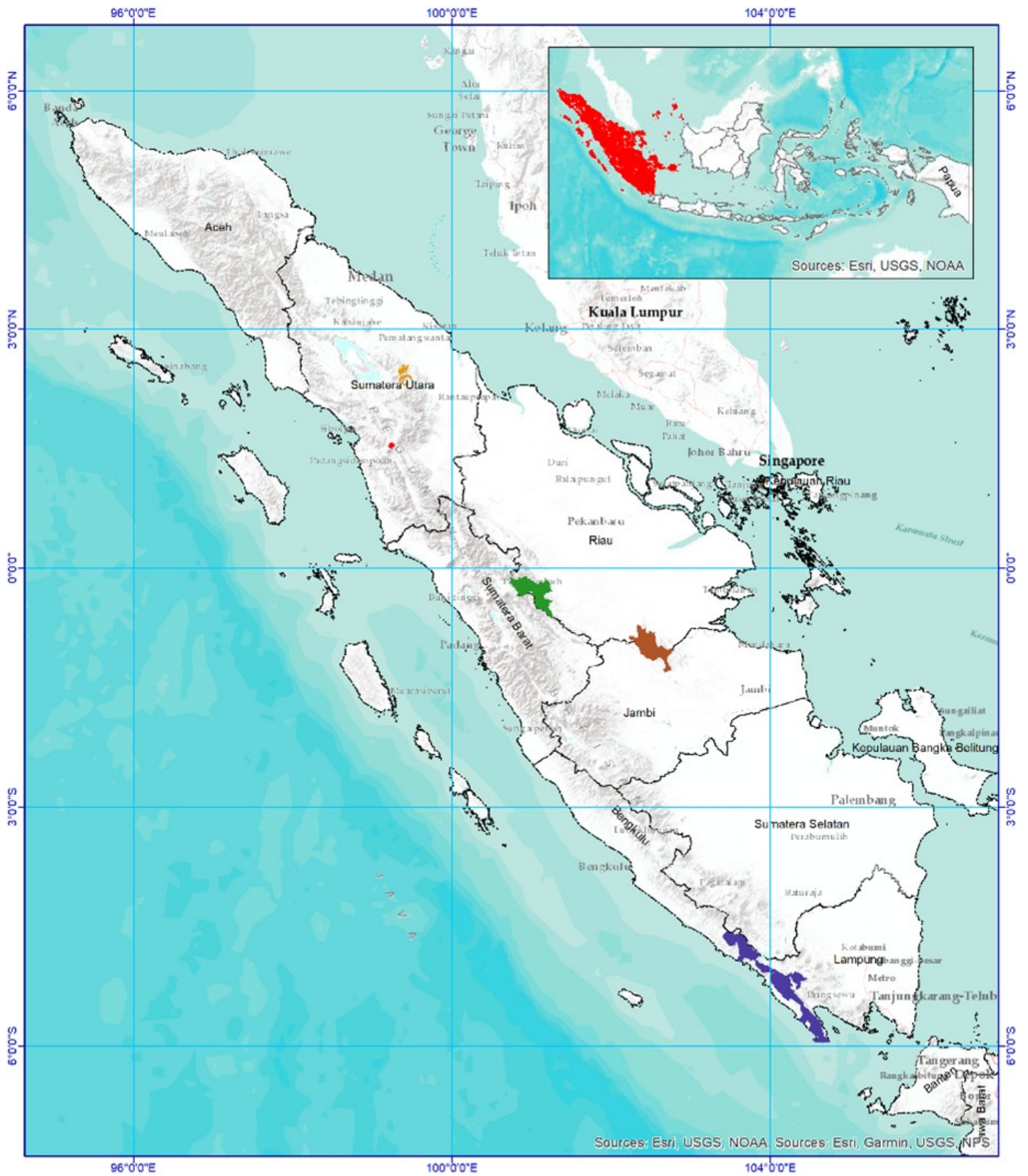
In addition to the threats posed by illegal wildlife trade (IWT) in Sumatra, habitat fragmentation, degradation and loss of wildlife corridors, and the absence of effective buffer zones have exacerbated human-wildlife conflict. The full extent of HWC from these factors, however, is only partially known. For example, recent analysis of human–tiger conflicts in the Leuser Ecosystem, Sumatra, provides some of the most reliable HWC data available, highlighting both progress and persistent gaps in HWC reporting. Between 2008 and 2018, 148 human-tiger conflicts incidents were systematically recorded, with conflict rates peaking in 2018<sup>[5]41</sup>. Reporting relies on community informant networks and Wildlife Response Units, which verify incidents through field evidence such as pugmarks and livestock injuries. While this system has improved data collection, uneven monitoring across provinces suggests that the true scale of human-tiger conflicts may be underreported. here is currently no centralized, up-to-date national database tracking HWC incidents in Indonesia, highlighting a critical gap this project seeks to address. While the direct link between human-wildlife conflict and zoonotic spillover requires further investigation, frequent interactions between humans and wildlife heighten the risk of pathogen transmission. Wildlife species displaced from degraded habitats may enter agricultural and urban areas, increasing their contact with humans and domestic animals. These dynamics underscore the urgency of strengthening habitat management and creating functional buffer zones as part of a broader strategy to mitigate risks to both biodiversity and human health.

Sumatra has also seen profound land cover changes in recent decades, with more than 25% (2.5 million ha)<sup>642</sup> of forest area lost between 2004 and 2017 because of the extensive expansion of large-scale commercial oil palm and timber plantations. Socio-economically the palm oil boom has brought benefits to rural communities and smallholders, but poverty and rights issues remain a problem linked to these changes and the wildlife trade.

Considering this situation, the project plans to focus its interventions on Sumatra by focusing on five protected areas shown below in *ProDoc Figure 2*. Specifically, the target sites include the following:

- **Bukit Barisan Selatan National Park:** A UNESCO World Heritage site, Bukit Barisan Selatan National Park harbors some of Sumatra's most iconic and endangered species, including the Sumatran tiger and rhinoceros. The project aligns GEF-8 GWP priorities by enhancing anti-poaching measures, leveraging advanced digital monitoring technologies, and engaging local communities in co-management frameworks to protect its globally significant biodiversity.'
- **Bukit Tiga Puluh National Park:** Known for its exceptional biodiversity, Bukit Tiga Puluh National Park faces ongoing threats from deforestation and wildlife trafficking. GEF-8 GWP-aligned interventions will focus on reducing economic pressures driving illegal activities through sustainable livelihoods, such as community-led ecotourism initiatives, agroforestry programs, and conservation-linked enterprises. These efforts will foster community-based conservation, reduce reliance on IWT, strengthen anti-poaching efforts, and improve habitat connectivity to protect the park's biodiversity.'
- **Bukit Rimbang Bukit Baling Wildlife Reserve:** 'This reserve is a critical habitat for species such as the clouded leopard and hornbills. The project supports GEF-8 GWP outcomes by strengthening wildlife crime patrols, establishing ecological corridors to enhance connectivity, and integrating community-led conservation programs to reduce pressures on wildlife populations.'
- **Dolok Surungan Wildlife Reserve:** 'Dolok Surungan Wildlife Reserve serves as a key transit point for illegal wildlife trade networks. The project will address this issue by aligning with GEF-8 GWP priorities to strengthen surveillance systems, enhance interagency collaboration at border points, and develop targeted interventions to disrupt trafficking supply chains.'
- **Dolok Sibualbuali Nature Reserve:** 'A crucial habitat for Sumatran tigers, Dolok Sibualbuali Nature Reserve exemplifies the challenges of human-wildlife conflict and habitat fragmentation. GEF-8 GWP-aligned strategies will include establishing buffer zones, implementing patrol systems with advanced monitoring tools, and engaging local farmers in conservation-friendly practices, such as agroforestry, climate-smart agriculture, and biodiversity farming models that have demonstrated success across Sumatra. These approaches will not only support forest restoration but also provide sustainable income streams, enhancing local stewardship of biodiversity.'





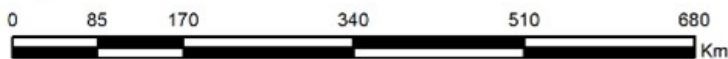
# LEVERAGE PROJECT LOCATION

## LEVERAGE location

- Bukit Barisan Selatan
- Bukit Rimbang Bukit Baling
- Bukit Tiga Puluh
- Dolok Sibual-Buali
- Dolok Surungan



Source:  
 1. Forest Area Map scale 1:250.000, MoEF  
 2. Administration Map 1:250.000, Badan Informasi Geospasial



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*ProDoc Figure 2: Locations of the five target protected areas*

## Overview of Project Components

The LEVERAGE project's components are directly derived from its Theory of Change. The LEVERAGE project's integrated approach is firmly grounded in scientific evidence and lessons from prior conservation interventions.<sup>[7]<sup>43</sup>[8]<sup>44</sup></sup>

This research demonstrates that systems-level strategies combining strengthened enforcement, community-based livelihood development, targeted behavior change campaigns, and One Health surveillance offer the most sustainable pathways for disrupting illegal wildlife trade and mitigating zoonotic spillover risks. The project builds on proven models showing that culturally resonant livelihood diversification reduces poaching pressures, behavior change interventions shift consumer norms, forensic science strengthens convictions, and integrated health-biodiversity frameworks reduce zoonotic transmission risks. Each intervention area embeds adaptive management systems and conservation financing mechanisms to ensure long-term resilience and scalability.

Each component embeds adaptive management systems and conservation financing mechanisms to ensure long-term resilience.

### **Expected Results:**

The overall objective of the project is to strengthen collaborative and integrated law enforcement with multi-level stakeholder engagement for protecting biodiversity loss by incorporating positive behavioral change toward wildlife conservation and human health for both men and women. This long-term vision aligns with GEF-8 GWP goals of fostering international collaboration, scaling successful conservation interventions, and leveraging innovative approaches to disrupt global IWT networks.

Through robust partnerships and knowledge-sharing, the LEVERAGE project aims to catalyze systemic change across Indonesia's conservation landscape. By realigning enforcement systems, engaging communities, and fostering regional cooperation, the project envisions transforming Indonesia from a critical node in the global IWT network into a leader in biodiversity protection and a regional model for conservation governance. This paradigm shift will not only curb wildlife trafficking but also establish Indonesia as a driving force in preserving Southeast Asia's biodiversity and addressing global conservation challenges.

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## **Component 1: Enabling law enforcement systems**

Activating the law enforcement system in protected areas is crucial for restoring and stabilizing key wildlife populations. Component 1 directly addresses **Barrier 1** (gaps in policy and regulatory frameworks), **Barrier 3** (shortcomings in enforcement capacity and coordination), and **Barrier 6** (limited use of specialized investigation techniques) by strengthening governance, building institutional capacity, and integrating advanced technologies into enforcement mechanisms. The component adopts a system-level approach that focuses on filling regulatory gaps, enhancing inter-agency collaboration, and equipping enforcement agencies with the tools and knowledge needed to address complex wildlife crimes effectively. By reducing poaching and illegal trade, while safeguarding wildlife habitats from encroachment, Component 1 lays the foundation for restoring ecosystem balance and ensuring long-term biodiversity conservation.

In this Component 1, expected Outcome 1 from the LEVERAGE intervention is enhanced policy, regulatory framework and governance for integrated wildlife-related law enforcement. Baseline information on policy, regulatory and institutional frameworks associated with combating wildlife related crime is presented in *ProDoc Annex 19 (Baseline review of policy, legal and institutional frameworks)*. This component aligns with GEF-8 GWP entry points by addressing governance gaps and creating robust policy frameworks to combat illegal wildlife trade. By establishing the enabling conditions to implement a conservation financing mechanism – such as a trust fund – and fostering inter-agency collaboration, the project contributes to GWP’s focus on strengthening governance and transboundary enforcement mechanisms.

The Ministry of Forestry will lead national-level regulatory reforms and coordination platforms under this component. Provincial Environmental Agencies and local governments will support subnational implementation and alignment. Civil society organizations—including Yayasan PRCF Indonesia and WCS Indonesia—will serve as co-executors or implementation partners, providing technical input on regulatory reforms and facilitating multi-stakeholder engagement processes. These organizations will also help ensure that coordination platforms reflect local realities and social inclusion priorities, as detailed in the Stakeholder Engagement Plan. Academic institutions and research partners will contribute to ecological valuation studies and knowledge-sharing.

### **Outcome 1: Enhanced policy, regulatory framework and governance for integrated wildlife-related law enforcement.**

Results expected through achievement of Outcome 1 include:

- **Operationalization of Law No. 32 of 2024:**
  - Implement regulations to address critical gaps, such as combating online wildlife trade and tackling transnational IWT networks.
- **Strengthening Ministerial Regulation No. 13 of 2020:**
  - Ensure alignment of tourism in forest areas with conservation priorities.
- **Strategic Action Plans for Wildlife Crime:**
  - Develop an integrated roadmap that identifies stakeholder roles and outlines coordinated responses to wildlife crime.
- **Sustainable Financing Mechanisms:**

- Support the establishment of a financing mechanism, such as trust fund or other mechanism, and conservation-linked financing to sustainably support enforcement and habitat restoration.
- **Ecosystem Service Valuation:**
  - Utilize ecosystem valuations to justify stronger enforcement measures by linking economic and ecological benefits. These valuations will directly inform the determination of fine levels, ensuring that financial penalties serve as effective deterrents while also providing a dedicated revenue stream for conservation financing.

To ensure that governance and policy reforms under Outcome 1 are socially and environmentally sustainable, safeguards have been integrated across all outputs. The foundational activities described under **Output 1.1**, including a Strategic Environmental and Social Assessment (SESA), development of Standard Operating Procedures (SOPs) with community consultation, and the establishment of a Grievance Redress Mechanism (GRM), form the basis for addressing upstream risks and ensuring inclusive stakeholder participation. These measures are referenced and adapted across other outputs to mitigate risks and promote equitable policy reforms.

Outcome 1 results will be achieved through the delivery of the following outputs.

***Output 1.1. Policy reform, regulatory reform, and/or institutional reform to strengthen law enforcement systems***

This output addresses critical gaps in Indonesia's wildlife policy and regulatory frameworks to strengthen enforcement and governance against illegal wildlife trade (IWT). It focuses on operationalizing existing laws and developing forward-looking regulations to address evolving threats, ensuring systemic improvements in wildlife management. The activities under this output will target a range of key regulations, including:

- **Law No. 32 of 2024:** Introducing penalties, conservation trust funds, and enforcement mechanisms.
- **Government Regulation No. 8 of 1999:** Addressing the utilization of wild plants and animals.
- **Ministerial Regulation No. 13 of 2020:** Governing biodiversity conservation in forest-based tourism.
- **Ministerial Instruction No. 1 of 2022:** Protecting wildlife from snares and illegal hunting.
- **MoEF Regulation No. 10 of 2024:** Strengthening Anti-SLAPP protections for conservation stakeholders.
- **Supreme Court Regulation No. 1 of 2023 and Attorney General's Guidelines No. 8 of 2022:** Addressing wildlife crime litigation and enforcement challenges.
- **Government Regulation No. 7 of 1999:** Revising the list of protected species to align with international standards and revised through Ministerial Decree 106/2018.
- **Law No. 21 of 2019 on Quarantine:** Enhancing biosecurity and wildlife trade monitoring.

Output 1.1 serves as the cornerstone for integrating safeguards into governance and policy reforms under Outcome 1. This output includes conducting a strategic environmental and social assessment (SESA), which will identify and mitigate upstream risks associated with policy reforms, ensuring compliance with social and environmental standards. Additionally, the development of SOPs informed by community consultations and the

establishment of a grievance redress mechanism (GRM) will streamline coordination, reduce risks, and provide stakeholders with accessible channels for feedback and resolution. To further strengthen Environmental and Social Management Plan (ESMP) mitigation measures, the project will:

- Review Codes of Conduct and SOPs for eco-guard patrols, specifically addressing concerns linked to Risk 04, ensuring that patrol practices are aligned with social and environmental safeguards.
- Support key enforcement and management agencies, including the Ministry of Forestry (MoFor), GAKKUM, BKSDA, and Protected Area (PA) Management Authorities, in enhancing the implementation of revised Codes of Conduct and SOPs.
- Promote improved ranger welfare through measures such as safety protocols, mental health support, and access to grievance mechanisms, in alignment with the URSA Ranger 30x30 framework.[\[9\]<sup>45</sup>](#)

These foundational activities are critical for ensuring that policy reforms are **inclusive, equitable, and sustainable**, while also ensuring that **on-the-ground enforcement practices** align with **best practices** for **biodiversity conservation** and **community engagement**.

Gender responsive consultations will be conducted at national and subnational levels, with minimum thresholds (30%) for women’s participation in IWT Working Groups and other coordination platforms. Participation will be tracked and reported, and the process will be guided by the project’s Gender Action Plan. To ensure meaningful inclusion, the project will adopt differentiated approaches across key sites. In South Sumatra, women’s civil society networks already engage in environmental governance and will be invited to policy dialogues on wildlife trade enforcement. In contrast, in Jambi, women’s participation in natural resource policymaking has been limited; here, the project will collaborate with local women’s cooperatives and religious leaders to create safe spaces for consultation and feedback. These approaches aim to go beyond token participation, ensuring that women influence the substance of legal and institutional reforms related to IWT. Feedback loops will be built into policy review cycles to capture and incorporate gendered perspectives at multiple stages.

Activities under this output are designed to strengthen the policy and regulatory environment for all targeted regulations. These efforts include balancing immediate needs and long-term reforms, ensuring alignment with Indonesia’s conservation priorities and international commitments.

<p><b>Gap Analysis for Regulatory Frameworks.</b> Conduct assessments to identify gaps across all listed regulations, focusing on unprotected species, online trade, and transnational IWT. Evaluate the social and environmental impacts of proposed reforms through a SESA.</p>
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<p><b>Capacity Building for Policy Implementation.</b> Provide training and technical assistance to operationalize key provisions of the regulations, including conservation financing, enforcement mechanisms, and sustainable resource management. Strengthen institutional collaboration through multi-stakeholder consultations and workshops to enhance readiness for implementation.</p>
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**Pilot Interventions for Regulatory Testing.** Implement site-level pilots to test and refine regulatory approaches, such as anti-poaching protocols, wildlife trade monitoring, and community-driven conservation initiatives.

**Stakeholder Engagement and Community Outreach.** Conduct outreach campaigns to build community awareness and support wildlife conservation regulations. Engage local stakeholders, including communities, NGOs, and private sector partners, to ensure buy-in and co-design of enforcement strategies. Facilitate participatory workshops and dialogues to incorporate local knowledge and perspectives into regulatory implementation.

**Monitoring and Adaptive Management.** Establish feedback mechanisms to evaluate regulatory effectiveness, incorporating stakeholder input and enforcement outcomes to adapt and improve implementation strategies.

### *Output 1.2. Transformative national strategy and action plan for effectively combating wildlife crime*

This output focuses on the operationalization and implementation of a transformative national strategy and action plan (NASTRA) to address systemic barriers to combating wildlife crime. Building on the results of the CIWT project, it provides a structured and flexible roadmap for decision-making, inter-agency collaboration, and targeted interventions. By integrating cross-sectoral efforts, it strengthens the capacity of stakeholders to adaptively and effectively address wildlife crime. Capacity-building activities under this output will include training on **human rights**, **gender-sensitive approaches**, and **social and environmental safeguards** to ensure inclusive and equitable coordination.

Key activities under Output 1.2 including the following:

**Comprehensive Situation Analysis and Stakeholder Mapping.** Conduct updated assessments to identify key threats, vulnerable areas, and systemic gaps in wildlife crime enforcement. Map stakeholders across relevant sectors, fostering a cohesive framework for prioritization and action.

**Enhanced Data Collection and Analysis Systems.** Develop robust systems for collecting, analyzing, and sharing data on wildlife crime cases to identify trends and improve evidence-based decision-making.

**Capacity Building and Training.** Deliver targeted training programs for law enforcement, prosecutors, and judges, focusing on advanced monitoring technologies, case management, and judicial processes.

**Development of Adaptive Monitoring and Evaluation Systems.** Institutionalize frameworks to track progress, address challenges, and refine strategies for combating wildlife crime.

**Strengthened International Cooperation and Reporting.** Align with international frameworks such as CITES and UNTOC to enhance cross-border intelligence sharing and compliance mechanisms. Collaborate with partners like INTERPOL and organizations such as the Organization of Islamic Cooperation (OIC) to address welfare aspects of wildlife crime and improve global coordination.

### *Output 1.3. Strengthening utilization of ecosystem valuation in wildlife conservation*

This output focuses on improving the integration of economic, socio-cultural, and ecological valuations of wildlife and ecosystems into policymaking and resource management. By highlighting the contributions of wildlife to societal and economic well-being, it addresses barriers such as the lack of wildlife-focused financing instruments and the underrepresentation of ecosystem valuations in legal and policy frameworks. The work under this output aims to reposition conservation as a critical investment, supporting innovative financing mechanisms and long-term governance improvements.

The results of these valuation assessments will be used to inform national policy discussions on environmental fines, sanctions, and compensation frameworks. Specifically, findings will support legal proceedings under Indonesia’s environmental liability regime, helping calibrate appropriate penalty structures for wildlife crime and ecosystem degradation. These efforts align with the Biodiversity Finance Plan (BFP) and will be coordinated with BIOFIN Indonesia, which provides upstream policy guidance on sustainable revenue generation for biodiversity conservation. LEVERAGE complements BIOFIN by applying valuation results in enforcement and judicial contexts to secure funding for ecosystem restoration.

Women often face barriers in accessing financial services and conservation incentives due to structural inequalities such as limited financial literacy, asset ownership, and representation in decision-making. Under Output 1.3, the project will conduct a gender-responsive review of financial and regulatory mechanisms to identify and address these constraints, including gender disparities in land tenure and inheritance that may limit eligibility for certain schemes. Tailored financial literacy trainings and targeted outreach will be delivered through trusted community actors and women’s groups, helping women understand, access, and benefit from restitution funds and fine-reinvestment mechanisms. In Jambi, where women’s access to formal financial institutions is particularly limited, the project will partner with local savings and loans cooperatives to deliver informal trainings and explore mobile finance tools. In South Sumatra, the project will build on existing women-led microenterprise networks to pilot conservation-linked financing schemes and improve uptake. The project will also explore alternative eligibility models that recognize women’s unpaid labor and caregiving roles. All activities will be implemented in accordance with the project’s Gender Action Plan and tracked through sex-disaggregated participation and outcome indicators.

Key activities under Output 1.3 include the following:

**Objective Setting and Scope Definition.** Define the scope of the valuation study, focusing on critical wildlife species and ecosystems with high conservation and socio-cultural and economic value. Gather baseline ecological and economic metrics through field surveys, stakeholder consultations, and literature reviews.

**Economic Valuation Methodology Development.** Develop a tailored framework for capturing both market and non-market values of wildlife and ecosystems. Incorporate principles of equitable benefit-sharing under the Nagoya Protocol, high conservation values, and linking valuations to conservation and ABS (Access and Benefit Sharing) goals.

**Field Data Collection and Analysis.** Conduct fieldwork to collect quantitative and qualitative data, estimating the socio-cultural and economic value of wildlife and ecosystem services.

**Study Validation and Stakeholder Engagement.** Validate findings through consultations with experts, policymakers, and local stakeholders to ensure relevance and accuracy.

**Policy Integration and Dissemination.** Share results with policymakers, judicial partners, conservationists, and community leaders to foster adoption in governance and resource management frameworks. Support application of valuation results in policy instruments such as environmental fines, compensation claims, and judicial proceedings, building on precedents where valuation informed successful enforcement and restoration finance.

**Monitoring and Adaptive Implementation.** Develop mechanisms to track the impact of ecosystem valuation on policy decisions, enabling iterative improvements over time.

Activities under this output will prioritize safeguards to ensure valuations and decision-making tools are transparent, inclusive, and equitable. Stakeholder input will be integrated throughout the process, with Free, Prior, and Informed Consent (FPIC) protocols guiding engagement, in accordance with guidelines outlined in the project **Environmental and Social Management Plan (ESMP)** (see *ProDoc Annex 10*) and Indigenous Peoples Plan (IPP) see *ProDoc Annex 11*). Valuation frameworks will be designed to minimize bias, promote fairness, and safeguard against marginalization of vulnerable communities.

#### *Output 1.4. National wildlife conservation financing mechanism with policy-testing frameworks*

This output aims to support and operationalize a national wildlife conservation financing mechanism that aligns with Indonesia’s legislative framework, particularly Law No. 32 of 2024, Article 36, Paragraph 7. The project will coordinate with the ongoing initiative between the Ministry of Forestry and WCS, working towards introducing a wildlife conservation financing “window” under the Indonesia Environment Fund.

This mechanism will address funding gaps by blending innovative financing sources, such as carbon credits, biodiversity offsets, and fines from wildlife crimes, with equitable benefit-sharing models. The initiative will foster community participation, incentivize biodiversity protection, and promote sustainable resource management. Through policy-testing frameworks and iterative pilot projects, the financing mechanism will ensure scalability and adaptability to national priorities and global best practices. This output will ensure that safeguards are integrated into the design of financing mechanisms to **promote equity, transparency, and accountability**. Stakeholder participation, including FPIC protocols, will guide the development process, and monitoring systems will track the mechanisms’ impacts on marginalized communities and conservation goals.

Key activities under Output 1.4 include the following:

**Funding Needs Assessment and Source Identification.** Conduct a comprehensive analysis of conservation funding requirements and potential revenue sources, including public, private, and international contributions, complemented by an updated mapping of Indonesia’s wildlife conservation financing.

**Design and Integration of Financing Mechanisms.** Develop tailored models linking ecological valuation principles to fines, penalties, and fees, ensuring conservation outcomes, and exploring innovative approaches, such as payments for ecosystem services, conservation-linked enterprises, and carbon credit systems.

**Stakeholder Engagement and Capacity Building.** Facilitate consultations with government agencies, private investors, and community groups to co-design the mechanism. Deliver capacity-building initiatives on fund management, financial accountability, and benefit-sharing frameworks, focusing on local beneficiaries.

**Policy Testing Through Pilot Implementation.** Implement a national pilot in coordination with the Ministry of Forestry, to evaluate operational feasibility, refine design elements, and assess impacts. Test equitable disbursement mechanisms, channeling funds to local beneficiaries such as village enterprises and community initiatives.

**Monitoring, Evaluation, and Adaptation.** Establish monitoring systems to track fund utilization, conservation outcomes, and community benefits. Adapt the financing mechanism based on pilot results and stakeholder feedback to ensure effectiveness and transparency.

**Integration of Lessons Learned.** Leverage insights from global and local initiatives, such as the World Bank project in Halimun Salak, to inform design and implementation.

**Dissemination and Advocacy.** Prepare reports and case studies on pilot outcomes to advocate for full-scale adoption. Engage policymakers and stakeholders to align the financing mechanism with broader conservation goals.

## Component 2: Effective collaboration among various stakeholders for wildlife protection

Component 2 addresses systemic barriers outlined in the Theory of Change, including **Barrier 3: Shortcomings in enforcement capacity and intelligence sharing**, **Barrier 4: High demand for wildlife products outweighing legal sanctions**, and **Barrier 7: Limited knowledge exchange and best practice scaling**. By fostering collaboration among critical stakeholders — spanning law enforcement agencies, NGOs, local communities, and international partners — this component aims to dismantle wildlife trafficking networks and enhance institutional resilience.

**Recognizing Indonesia’s strategic position in global wildlife trade networks and its ability to disrupt or impact those networks**, Component 2 prioritizes transboundary coordination to strengthen cross-border enforcement, intelligence sharing, and joint operations. Component 2 prioritizes **transboundary coordination** to strengthen cross-border enforcement, intelligence sharing, and joint operations. Key activities include developing Mutual Legal Assistance (MLA) agreements, fostering partnerships with entities such as INTERPOL and ASEAN-WEN, and operationalizing IT-based evidence-gathering tools to track transnational trade routes. These efforts address the complexity of international trafficking networks, ensuring a coordinated response that spans borders.

Through capacity building, community engagement, and knowledge-sharing platforms, Component 2 also addresses high-risk zoonotic trade practices while scaling up best practices for enforcement. By harmonizing national efforts with global standards, this component ensures that conservation and enforcement frameworks are adaptable, resilient, and impactful in safeguarding Indonesia’s biodiversity.

This component reflects GEF-8 GWP priorities by enhancing enforcement capacity to disrupt wildlife trafficking networks. Through gender-sensitive training, the use of advanced technologies like digital forensics,

and regional cooperation, the project addresses the GWP's focus on reducing wildlife crime and fostering transboundary collaboration.

Component 2 engages institutions responsible for combating wildlife crime and ensuring that enforcement leads to tangible conservation and community benefits. The Ministry of Forestry, including the Directorate General of Law Enforcement (Gakkum), leads efforts to strengthen investigations, coordination, and case management. The National Police, Ministry of Justice and Human Rights, and the Attorney General's Office are engaged in evidence handling, cross-sectoral prosecutions, and enforcement oversight. The Financial Transaction Reports and Analysis Center (PPATK) is a key partner in supporting TPPU (money laundering) prosecutions and tracing illicit financial flows. Judicial actors and public prosecutors will help operationalize sentencing pathways that enable restitution payments.

Restitution mechanisms are designed to channel fines and penalties from wildlife crime convictions into biodiversity conservation and community incentive initiatives. Administration of these benefits will involve trusted community institutions such as local government councils (e.g., *desa* or *kelurahan* councils), indigenous organizations, and civil society groups with a track record of financial transparency and community representation. These groups will be supported in developing transparent guidelines to allocate restitution funds for conservation-linked priorities.

In parallel, the project works to improve regulation and monitoring of legal wildlife trade, particularly through enhanced inspection systems at ports, enforcement of CITES permits, and prevention of laundering wild-caught specimens through legal breeding operations. Relevant stakeholders include port authorities, quarantine officers, customs and excise officials, and registered wildlife breeders and traders.

## **Outcome 2: Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity**

Outcome 2 focuses on building robust institutional frameworks and fostering collaboration to enhance the efficacy of wildlife law enforcement and biodiversity protection. By operationalizing inter-sectoral mechanisms, the project ensures coordinated action across multiple stakeholders, including law enforcement, customs, and international partners. Enhanced capacities in evidence collection and investigation will address critical gaps, enabling the prosecution of wildlife crimes and disrupting trafficking networks.

The establishment of gender-sensitive training facilities and the development of online evidence systems promote inclusivity and technological integration. Furthermore, transboundary cooperation through mutual legal assistance agreements aligns local efforts with global conservation goals, reinforcing Indonesia's leadership in combatting illegal wildlife trade. This outcome's outputs and activities are designed to create a sustainable, collaborative approach to wildlife conservation, integrating advanced tools, capacity-building, and cross-border coordination.

Outcome 2 integrates safeguards to enhance institutional capacities and interagency coordination for combating wildlife-related crime. Training programs include gender-sensitive approaches to ensure inclusivity, while data management protocols safeguard ethical use and transparency. Stakeholder engagement mechanisms foster collaboration across agencies, ensuring shared accountability and equitable decision-making. Monitoring systems will track enforcement outcomes, enabling adaptive management and alignment with international conservation standards.

Results expected through achievement of Outcome 2 include:

- **Strengthened inter-sectoral collaboration mechanisms** at site levels, enabling coordinated and effective responses to wildlife crime through joint operational frameworks.
- **Enhanced detection and evidence-gathering systems**, including online platforms and tools, to improve the ability of law enforcement agencies to identify and prosecute wildlife crime cases.
- **Gender-sensitive capacity-building facilities**, equipping law enforcement personnel with advanced training resources and fostering inclusive leadership in wildlife crime enforcement.
- **Established mutual legal assistance agreements** with international partners to disrupt transboundary poaching and trafficking networks and enhance global collaboration in combatting wildlife crime.

Outcome 2 results will be achieved through the delivery of the following outputs.

### ***Output 2.1. Site level inter-sectoral collaboration mechanisms for combating wildlife crime operationalized***

This output focuses on addressing **systemic barriers** to wildlife law enforcement by establishing robust **collaboration frameworks** across key sectors. Emphasis is placed on strengthening operational coordination, resource sharing, and joint decision-making mechanisms among government agencies, NGOs, and local stakeholders. Consultations with Masyarakat Adat will inform the development of action plans and SOPs, ensuring that law enforcement frameworks address local needs and align with Indigenous governance practices. The project will provide awareness-raising and training for GAKKUM and other agency partners on FPIC and appropriate engagement with Masyarakat adat at all project sites. Regular monitoring of judicial referrals from target landscapes will be incorporated into these frameworks to ensure that alternatives to custodial sentencing are explored for low-level offenders when appropriate, promoting equitable judicial outcomes.

To operationalize inter-sectoral collaboration mechanisms, the following activities have been identified to address systemic barriers and ensure effective wildlife crime enforcement:

**Needs Assessment and Resource Allocation.** Conduct detailed assessments to identify gaps in personnel, equipment, knowledge and IWT risks in the postal and logistics sector, including parcel delivery networks. Incorporate personnel from the Indonesian National Armed Forces (TNI), Indonesian National Police (POLRI), prosecutors, and judges to enhance capacity.

**Collaboration Tools and Technology Integration.** Develop **mobile apps for wildlife identification** to streamline enforcement and monitoring. Establish storage facilities for live evidence (e.g., transit cages). Train staff in chain-of-custody protocols and wildlife DNA analysis using portable tools like Bento Lab.<sup>[10]<sup>46</sup></sup>

**Standard Operating Procedures (SOPs).** Design SOPs for collaborative decision-making, sample handling, and evidence storage to ensure consistency and accountability. Include clear frameworks for monitoring and adapting to challenges during implementation, as well as develop and pilot a wildlife crime screening protocol for postal and courier service providers.

**Capacity Building and Joint Training.** Provide targeted training for law enforcement on cyber patrol skills, ecological valuation, wildlife management, key public and private courier services to improve wildlife product detection and referral mechanisms. Include judicial authorities in training sessions to ensure effective penalties for wildlife crimes.

**Action Plans and Field Operations.** Activate cross-sectoral PPNS forums to coordinate activities and foster shared learning. Implement collaborative action plans with defined roles, timelines, and regular monitoring to ensure adaptability. Conduct **joint operations at key transit points**, such as Aceh Tamiang, leveraging expertise from Customs, Forestry, and Quarantine authorities.

**Territorial Control Systems and Online Platforms.** Develop territorial control systems for forest rangers to identify high-risk zones for poaching and trafficking. Operate an online platform to provide expanded access to information about wildlife rescue centers, including the availability of resources and capacities.

This output establishes robust interagency frameworks for combating wildlife crime. Safeguards include transparent collaboration protocols and inclusive stakeholder engagement, including consultations with Masyarakat Adat, to ensure equitable representation in joint decision-making. FPIC protocols and grievance mechanisms will guide these efforts, respecting Indigenous rights and cultural practices. Community consultations will also identify additional measures to protect health, safety, and security during law enforcement operations. Monitoring systems will evaluate the effectiveness of collaborative mechanisms and ensure frameworks address local needs.

To address ethical concerns about proportionality and equity in sentencing, this output will promote alternatives to custodial sentencing for low-level offenders. Strategies such as restorative justice and behavior change approaches will be explored to mitigate the disproportionate impacts of custodial sentences on marginalized rural households. Additionally, regular monitoring of judicial referrals will ensure that these alternatives are applied equitably, prioritizing cases where significant impacts on offenders and their dependents are identified.

Women face additional challenges in IWT law enforcement due to the predominance of male offenders and the male-dominated nature of enforcement institutions. Under Output 2.1, training programs will include gender-sensitive content tailored to frontline realities. At least 30% of participants will be women, with targeted outreach to female officers and trainees. The approach will be context-specific across sites. In South Sumatra, for example, female rangers have begun participating in mixed patrols, but report challenges related to cultural expectations and field deployment logistics—these will inform the design of site-level support systems. In Jambi and North Sumatra, where women are underrepresented in enforcement roles, the project will explore entry points through administrative, intelligence, and community liaison functions that align with both need and social acceptability. Inclusive leadership and feedback processes will be promoted across all coordination

mechanisms. Activities will be guided by the project’s Gender Action Plan to ensure culturally grounded, feasible entry points and reduce structural barriers to meaningful participation.

**Output 2.2. Detection and evidence gathering online system among law enforcement agencies developed**

This output focuses on leveraging advanced digital tools to enhance cross-agency collaboration, streamline evidence collection, and disrupt wildlife trafficking networks. By integrating technology and fostering innovation, the project strengthens enforcement mechanisms and supports judicial processes through real-time data and intelligence sharing. Where feasible, the project will explore the adaptation or interoperability of existing platforms, such as the European Union Trade in Wildlife Information Exchange (EU-TWIX), to enhance cross-border data sharing and enrich national-level IWT intelligence. This approach aims to avoid duplication, benefit from tested data models, and strengthen linkages with international partners.

Key activities to achieve Output 2.2 include the following:

<p><b>Development of a Collaborative IWT Case Database.</b> Create a centralized digital platform to record, track, and analyze wildlife crime cases involving the Ministry of Forestry, Customs, Immigration, and Quarantine. Integrate real-time data-sharing capabilities to improve response efficiency during cross-agency operations.</p>
<p><b>Strengthening Digital Forensics.</b> Deploy tools such as Bento PCR for wildlife DNA analysis to support evidence-based case-building. Develop AI-driven systems for online surveillance of wildlife trade, targeting platforms used by traffickers.</p>
<p><b>Operational Integration.</b> Establish data exchange protocols between conservation centers, quarantine agencies, and enforcement units to ensure seamless communication and accountability. Place personnel at high-risk non-customs checkpoints, such as Aceh Tamiang, to monitor trafficking routes. Explore extending monitoring capabilities to postal distribution centers, courier services, and logistics companies to detect IWT activities beyond traditional border points.</p>
<p><b>Specialized Training.</b> Train law enforcement and judiciary personnel on the use of the platform, focusing on digital evidence handling, chain-of-custody protocols, and cybercrime techniques. Build capacity for local forest rangers to integrate field data into the system for broader intelligence gathering.</p>
<p><b>Cross-Sectoral Coordination.</b> Enhance collaboration with international enforcement agencies to map wildlife trafficking networks and support transboundary operations. Establish regional task forces to oversee system implementation and drive continuous improvements. Facilitate dialogue and partnerships with financial crime tracking initiatives, including collaboration with the Financial Action Task Force (FATF) and the Global Forum on Illicit Financial Flows and Sustainable Development, to address financial dimensions of wildlife trafficking networks.</p>

Activities under this output prioritize safeguards for data sensitivity and ethical use of enforcement tools. Training for law enforcement includes protocols for secure data handling and privacy, ensuring compliance with legal and social standards. Capacity-building activities under this output will include dedicated refresher training for enforcement personnel on national and UNDP human rights standards and principles. These

trainings will emphasize the prevention of human rights violations during enforcement actions and regular management of protected areas. Modules will also cover advanced monitoring technologies, gender-sensitive approaches, and social and environmental safeguards.

***Output 2.3. Law enforcement training facilities designed and equipped for both men and women***

This output ensures the establishment of inclusive, gender-sensitive training facilities to enhance the preparedness of law enforcement officers combating wildlife crime. By addressing systemic barriers to diversity and inclusivity, these facilities will foster a more equitable learning environment and improve operational effectiveness.

Training activities under Output 2.3 will be implemented through existing institutions, notably BP2SDM (Human Resources Development and Extension Agency under the Ministry of Forestry), which is the Government of Indonesia’s primary entity for in-service training of protected area staff and enforcement officers. This approach builds on lessons from past GEF investments, including the CIWT project, and will ensure long-term sustainability by embedding updated modules into existing state-funded training curricula. The project will co-finance development of updated curricula on IWT, One Health, and gender-sensitive enforcement, and will consult with the GWP global coordination unit to align with core competencies and explore cross-sectoral training opportunities with agencies such as the National Police, Customs, and the diplomatic corps.

Key activities to achieve Output 2.3 include the following:

<p><b>Facilities improvement.</b> Equip facilities to include gender-friendly features, such as separate changing rooms, bathrooms, nursing spaces, and adequate accommodations. Provide dedicated spaces for health services, counseling, and fitness to ensure holistic support for trainees.</p>
<p><b>Advanced Training Modules.</b> Develop and deliver modules on expert witness techniques, species identification, and detection of wildlife trafficking methods. Include specialized content on gender-based perspectives and non-technical skills such as conflict resolution and community engagement.</p>
<p><b>Provision of Equipment.</b> Equip facilities with tools required for field operations, such as GPS devices, forensic kits, and rescue equipment. Ensure equitable distribution and accessibility of resources for all trainees, irrespective of gender.</p>
<p><b>Capacity Building for Trainers.</b> Recruit and train a diverse cadre of instructors proficient in gender-sensitive pedagogy. Promote peer learning and mentoring programs to support knowledge sharing among officers.</p>
<p><b>Pilot and Feedback Integration.</b> Conduct trial training sessions to gather insights into facility usability and training content effectiveness. Incorporate feedback into iterative improvements of infrastructure and curricula.</p>
<p><b>Monitoring and Evaluation.</b> Implement metrics for assessing training inclusivity, facility usage, and trainee performance across genders. Use evaluation results to inform policy revisions and institutionalize gender-sensitive practices.</p>

Safeguards for this output include equitable access to training resources and gender-sensitive curriculum development, ensuring inclusive participation across all levels of law enforcement. To support inclusivity and address barriers to women’s participation in enforcement roles, the Forest Ranger Academy training center will be equipped with gender-sensitive facilities, including nursing rooms, additional female toilets, health centers, and counseling services. These facilities will promote a safe and enabling environment for women, ensuring their full engagement in capacity-building activities. Monitoring mechanisms will be implemented to assess compliance with human rights standards and principles and ensure continuous improvement.

In alignment with international best practices, the project will adopt the International Ranger Federation’s Code of Conduct (2023) as a guiding framework for ethical and rights-based ranger behavior. Capacity development will include modules on human rights, gender sensitivity, community engagement, and non-discrimination, ensuring rangers uphold the highest standards of integrity and respect in their duties. Monitoring mechanisms will be implemented to assess compliance with human rights standards and principles and ensure continuous improvement. This will include feedback mechanisms, independent audits, and integration of performance indicators into routine supervision and reporting.

***Output 2.4. Transnational legal agreements, including Mutual Legal Assistance agreements to disrupt poaching and trafficking network***

This output seeks to establish and operationalize legal agreements, including Mutual Legal Assistance (MLA) agreements, enhancing cross-border collaboration to combat illegal wildlife trade. These agreements are essential for addressing transnational wildlife crime by enabling structured information exchange, joint investigations, and coordinated law enforcement actions. This output integrates safeguards through stakeholder consultations to ensure equitable participation and alignment with transboundary conservation goals. Monitoring systems will evaluate the operational effectiveness of legal agreements.

To ensure sustainability, capacity-building efforts under Output 2.4 will be institutionalized through BP2SDM, the Human Resources Development and Extension Agency under the Ministry of Forestry. Rather than offering ad hoc training sessions, the project will support the integration of updated content on IWT, transboundary collaboration, and biodiversity enforcement into BP2SDM’s official training curriculum and certification framework. This will ensure that capacity-building extends beyond the life of the project, creating a pipeline of well-trained personnel across national and regional institutions. Outputs from LEVERAGE-supported training modules will also be shared with regional counterparts through the ASEAN-WEN platform to support harmonization of standards and peer learning across Southeast Asia. In line with this, the project will seek opportunities to engage with relevant German development cooperation initiatives, such as the GIZ-led “Partnership against Wildlife Crime in Africa and Asia” and “Combating Cross-border Forest Crime in ASEAN Member States.” Collaboration may include joint technical exchange, learning platforms, or policy dialogues to strengthen alignment and mutual reinforcement of regional enforcement efforts.

Key activities to achieve Output 2.4 include the following:

<b>Target Country Identification and Engagement.</b> Prioritize countries critical to transnational wildlife trade routes, including Malaysia, Thailand, India, and potentially
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European countries. Conduct stakeholder mapping to identify relevant ministries, enforcement agencies, and international partners for collaboration.
<b>Negotiation and Agreement Development.</b> Initiate bilateral discussions to align priorities and secure commitments for cross-border cooperation. Establish transnational working groups to draft comprehensive legal agreements, address protocols for intelligence sharing, joint investigations, and legal jurisdiction issues.
<b>Regional Collaboration Mechanisms.</b> Strengthen partnerships with international organizations such as INTERPOL, the Pangolin Task Force, ASEAN-WEN, and SOMTC to integrate global best practices. Activate task forces for high-priority species like pangolins to ensure immediate enforcement impact.
<b>Capacity Building and Implementation.</b> Train law enforcement officers, judicial authorities, and customs officials on legal agreement protocols and their operationalization. Deploy technology for digital case management, enabling secure and efficient coordination between countries.
<b>Monitoring and Adaptive Management.</b> Establish a monitoring framework to evaluate the effectiveness of legal agreements, including metrics for disrupted trafficking networks and successful prosecutions. Regularly review agreements to refine processes based on implementation feedback and emerging challenges.

### *Output 2.5. Addressing Wildlife Laundering Through Breeder Oversight and Compliance Mechanisms*

The proliferation of wildlife laundering through legal breeder trade presents a significant challenge to conservation efforts and law enforcement. By exploiting regulatory gaps and insufficient oversight, some breeders launder wild-caught animals under the guise of captive breeding, undermining conservation objectives and enabling the illegal wildlife trade. To combat this issue, the project will develop and implement a suite of measures to enhance breeder oversight, transparency, and compliance, aligned with the broader goals of Component 2.

Key activities include strengthening the auditing of breeder facilities to ensure adherence to wildlife protection laws and strengthening breeder licensing and certification systems. Enforcement will be strengthened through promotion of stricter penalties for violations, while public transparency measures, such as annual compliance reports, will deter malpractice and build awareness of breeder accountability. This holistic approach integrates law enforcement, government regulators, and breeders into a collaborative framework to address wildlife laundering systematically.

By integrating breeder oversight into the broader enforcement framework under Output 2.5, this initiative addresses critical gaps in combating wildlife laundering. Through collaborative measures that combine technology, regulatory reforms, and public transparency, the project will strengthen systems for ensuring breeder compliance and preventing the illegal trade of wild-caught animals. This approach strengthens conservation outcomes, deters malpractice, and builds public trust in wildlife protection efforts.

Key activities under Output 2.5 are outlined below.

**Strengthening auditing of breeder facilities.** Deliver capacity building for improved regular inspections of registered breeding facilities to verify compliance with wildlife protection regulations. Improve criteria and protocols for evaluating breeding operations, including genetic testing to distinguish captive-bred animals from wild-caught ones.

**Breeder Licensing and Certification.** Enhance the government-regulated licensing system, including development of an online system, requiring detailed documentation of breeding practices and animal origins. Advocate for mandated participation in training programs on ethical breeding practices and anti-laundering measures.

**Legal Reforms and Enforcement.** Advocate stricter penalties for breeders found guilty of laundering wildlife, including license revocation and financial fines. Train law enforcement officers on using evidence from breeder audits, e.g., use of genetic testing in legal cases. Publish annual reports highlighting breeder compliance, violations, and enforcement actions. Conduct public awareness campaigns on the importance of ethical breeding practices and the dangers of wildlife laundering.

This output integrates safeguards to address risks associated with wildlife laundering through legal breeder operations. Measures include stakeholder engagement to ensure equitable participation in the development of oversight frameworks and capacity-building programs for small-scale breeders. Safeguards for data sensitivity and ethical use of genetic testing will be embedded in auditing protocols, with transparency measures such as public reporting to build trust and deter malpractice. Enforcement mechanisms will incorporate breeder grievance redress systems to report unfair treatment, burdensome compliance, or appeal decisions.

### Component 3: Wildlife habitat protection, prevention of biodiversity loss, and zoonotic disease risk control

Protecting wildlife habitats ensures stable and secure ecosystems critical for breeding and foraging while reducing biodiversity loss. By maintaining ecological balance, this component promotes species interactions that support ecosystem sustainability. Additionally, community-driven approaches that address underlying demand factors for illegal wildlife products will complement habitat protection measures, fostering long-term behavioral shifts aligned with conservation goals.

Managing zoonotic disease risks by addressing wildlife supply chains minimizes the likelihood of disease spillover between animals and humans, ensuring healthier wildlife populations and reducing threats to human health. By protecting critical wildlife habitats and integrating One Health approaches into wildlife management, the project directly contributes to GWP goals of safeguarding ecosystems, reducing spillover risks, and fostering resilience in both wildlife and human populations. To ensure alignment with GEF programming directions, the project budget for Component 3 has been structured to channel GEF resources exclusively toward biodiversity-relevant interventions, such as wildlife pathogen surveillance, enforcement-linked zoonotic risk monitoring, and inter-agency coordination mechanisms. Public health expenditures, such as PPE procurement and frontline health service delivery, are financed solely through co-financing contributions from the Ministry of Health and other partners.

These conservation-focused efforts stabilize biodiversity and mitigate spillover risks by addressing ecological drivers of zoonotic disease transmission, such as wildlife trafficking, habitat degradation, and high-risk interfaces between people and wildlife. While the public health sector plays a complementary role in broader One Health implementation, GEF resources are strictly applied to biodiversity-relevant activities, including wildlife surveillance and ecosystem management. To enhance institutional coordination, Component 3 will support the design and operationalization of an interagency data-sharing protocol between the Ministry of Forestry, the Ministry of Agriculture, and public health agencies. Together, this integrated approach enhances ecosystem resilience, strengthens public health safeguards, and ensures Indonesia's biodiversity remains a vital resource for global conservation efforts. To enhance institutional coordination, Component 3 will support the design and operationalization of an interagency data-sharing protocol between Ministry of Forestry, the Ministry of Agriculture, and public health agencies, ensuring real-time monitoring of zoonotic spillover risks.

This component integrates conservation efforts with health management to create a holistic approach to biodiversity and zoonotic disease control, fostering safer environments for both wildlife and humans. It addresses critical barriers identified in the Theory of Change, including:

- **Barrier 4:** Economic incentives driving illegal wildlife trade (IWT) by supporting alternative livelihoods and deterring reliance on wildlife exploitation and addressing domestic demand drivers through targeted behavior change initiatives.
- **Barrier 5:** Low awareness of zoonotic spillover risks through education, community engagement, and enforcement of health protocols in wildlife supply chains, complemented by public outreach campaigns at key transportation hubs. In subsistence communities, where immediate nutritional needs take precedence, risk messaging will be integrated carefully and contextually, ensuring it does not conflict with local priorities but rather complements broader public health and conservation efforts.
- **Barrier 7:** Limited knowledge exchange and scaling of best practices, ensuring the integration of innovative conservation techniques across stakeholders.

This component supports two primary outcomes:

- **Outcome 3.1: Effectively managed and protected critical wildlife habitats.**
  - Focuses on law enforcement capacity, community engagement, and technological advancements to mitigate threats such as poaching and habitat destruction. Demand-reduction efforts will enhance these initiatives by addressing cultural and social norms that sustain domestic consumption of illegal wildlife products.
- **Outcome 3.2: Wildlife supply chains managed to reduce zoonotic spillover risks and maintain human health.**
  - Ensures supply chain transparency and enforcement to mitigate disease risks while promoting public awareness and collaboration among stakeholders. Targeted communication campaigns at border points will reinforce demand-reduction messaging, raising awareness of zoonotic risks and supporting enforcement objectives.

By addressing these barriers, Component 3 fosters systemic solutions that link habitat conservation with global health priorities, ensuring wildlife protection efforts align with broader environmental and human health goals. Safeguards under Outcome 3.1 ensure interventions are inclusive, environmentally sustainable, and socially equitable. Activities include community consultation and capacity-building efforts to engage underrepresented groups, with a focus on addressing tenure conflicts and promoting co-management models. Environmental risk

assessments will guide all habitat restoration and conservation efforts to avoid unintended impacts. Site-specific challenges, such as those in Dolok Surungan WR, Bukit Rimbang Bukit Baling WR, and Bukit Barisan Selatan NP, will be addressed through tailored safeguards outlined at the output level.

Under this component, local NGOs and community-based organizations will serve as frontline partners in mobilizing community patrols, supporting co management models, and designing conservation incentive schemes. Qualified civil society groups will lead behavior change campaigns and monitor community attitudes and practices around illegal wildlife trade, especially in wildlife market hubs in Sumatra and Kalimantan. Local government units and provincial authorities will take the lead on implementing ecotourism pilots, managing livelihood initiatives, and coordinating task force operations. Research institutions will support biodiversity monitoring, socio economic assessments, and supply chain mapping. Critically, civil society and academic partners will feed real time insights from the field into adaptive management processes led by provincial BKSDA offices and the Directorate General of KSDAE, ensuring that implementation reflects on the ground realities and informs adjustments to policy and program design at the national level.

Outcome 3.1 results will be achieved through the delivery of the following outputs.

#### ***Output 3.1.1. Enhanced law enforcement and catalytic site-level actions***

This output focuses on enhancing the law enforcement capacities of target sites and integrating catalytic factors such as community involvement and technology to safeguard critical wildlife habitats. By advancing management practices and leveraging these factors, the project aims to sustain and improve METT scores, reflecting stronger governance and protection of biodiversity.

To promote the financial sustainability of these enhanced enforcement efforts, they will be embedded within the standard operating and budgeting frameworks of target site/protected area management authorities. The project will support institutional uptake of tools and practices through METT-aligned site management plans, with financial sustainability strategies, such as targeted fines, cost-sharing with local governments, and linkages to national budget allocations, explored in collaboration with the Ministry of Forestry and BIOFIN Indonesia. Complementing legal reform efforts under Component 1, the project will strengthen legal and policy frameworks to ensure that financial penalties from major environmental cases, such as illegal land clearing or trafficking, can be directed toward conservation budgets and protected area operations. This creates a direct link between improved enforcement and long-term funding for biodiversity protection.

The following are capacity-building activities for law enforcement that can be implemented in the target areas, which can improve the METT score:

<p><b>Specialized Training for Law Enforcement.</b> Conduct targeted training sessions on wildlife crime detection, species identification, and evidence collection. Integrate capacity building on DNA forensics, including the establishment of a centralized DNA database to strengthen</p>
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<p>legal case-building. Equip enforcement personnel with gender-sensitive training on UNDP standards, ensuring inclusive participation in enforcement actions.</p>
<p><b>Deployment of Advanced Technologies.</b> Procure and deploy cutting-edge tools such as drones, GPS trackers, camera traps, sound sensors, and digital forensic systems to enhance surveillance capabilities. Establish secure platforms for sharing real-time patrol data among enforcement units to bolster response times and prevent leaks.</p>
<p><b>Community-Driven Conservation Efforts.</b> Develop participatory monitoring systems where local communities assist in early detection of illegal activities. Incorporate community perspectives into enforcement strategies, creating collaborative and transparent conservation frameworks.</p>
<p><b>Standard Operating Procedures (SOPs).</b> Develop and disseminate SOPs tailored to key enforcement activities, including patrols, evidence handling, and securing crime scenes. Align local-level SOPs with national standards to ensure consistency and accountability.</p>
<p><b>Metrics and Monitoring.</b> Use METT scores as a primary metric while incorporating broader indicators such as reduced wildlife crime incidents and increased community participation. Conduct regular evaluations of enforcement effectiveness to adapt and refine strategies over time.</p>

Safeguards for this output ensure law enforcement training integrates FPIC protocols and gender-sensitive approaches, aligning field operations with environmental and social standards. Independent studies with FPIC will guide conflict resolution mechanisms to promote equitable conservation practices.

***Output 3.1.2. Reduced threats to wildlife from poaching and other illegal activities in targeted sites by patrol and use of technology that is friendly operated by men and women***

This output addresses site-specific threats to wildlife through a combination of advanced technology, gender-inclusive patrol systems, and localized strategies tailored to the unique conditions of each of the five target areas. Community-driven patrols and participatory mapping will be conducted in collaboration with local communities, including Masyarakat Adat, to respect cultural traditions and ensure voluntary participation. Forest rangers (*polhut*) will implement territorial control measures, producing detailed maps of poaching risks and illegal wildlife trade distribution to inform targeted enforcement actions. The introduction of hunter/forest user identification technologies, such as camera traps, will follow consultations with affected communities to agree on data usage safeguards and to address potential risks of reprisals. Measures will ensure that MMP members installing camera traps are actively involved in handling and reviewing footage to mitigate personal risks.

By integrating innovative tools and diverse field practices, the project ensures early detection of poaching and illegal activities while fostering collaborative approaches to habitat protection.

Key activities to achieve Output 3.1.2 include the following:

### Geographic-Specific Threat Analysis:

**Bukit Barisan Selatan National Park:** Focus on patrolling buffer zones to mitigate encroachment from nearby agricultural activities and palm oil plantations. Deploy drones for monitoring hard-to-access mountain regions.

**Bukit Tiga Puluh National Park:** Prioritize surveillance of lowland forest areas, which are heavily targeted by poachers due to high biodiversity density. Integrate SMART patrols with local community intelligence networks.

**Bukit Rimbang Bukit Baling Wildlife Reserve:** Address illegal logging activities that disrupt wildlife corridors by utilizing bioacoustic tools for early detection and remote sensing for land cover change monitoring.

**Dolok Surungan Wildlife Reserve:** Strengthen border patrols and detection mechanisms to address trafficking routes identified as transit points for pangolins and other species.

**Dolok Sibualbuali Nature Reserve:** Focus on mitigating human-wildlife conflicts caused by habitat fragmentation, particularly involving Sumatran tigers. Incorporate participatory patrols with local farmers to reduce retaliatory poaching.

**Enhanced SMART Patrol Systems.** Tailor patrol data models to reflect the ecological conditions and threats unique to each site. Provide patrol teams with site-specific tools such as GPS trackers for mountainous areas and camera traps for dense lowland forests.

**Deployment of Advanced Technology.** Utilize drones and sound sensors to monitor remote and rugged terrains in Bukit Barisan Selatan. Implement remote sensing technology in Bukit Rimbang Bukit Baling to track land cover changes and identify illegal encroachments.

**Community-Driven Patrol Initiatives.** Establish participatory monitoring programs in Bukit Tiga Puluh and Dolok Sibualbuali, training local communities to act as the first line of detection for poaching and habitat threats. Introduce grievance redress mechanisms (GRM) to ensure community concerns are addressed and trust is built in enforcement efforts.

**Gender-Inclusive Training and Operations.** Conduct training workshops tailored to the roles and risks specific to each target area, ensuring equitable participation of men and women in field operations. Incorporate gender-sensitive approaches in joint patrols to leverage diverse perspectives in conservation strategies.

**Data Integration and Feedback Mechanisms.** Develop a centralized platform to aggregate patrol data across all five areas, enabling comparative analysis and adaptive management. Use site-specific feedback to refine enforcement strategies and ensure resource allocation reflects the unique challenges of each site.

Activities under this output prioritize safeguards to ensure the safety and effectiveness of community-driven patrols. Participatory patrol systems will be developed through collaborative design workshops, ensuring local input and ownership. Training will include de-escalation techniques and conflict avoidance to reduce risks during encounters with illegal actors, while grievance mechanisms provide a safe, anonymous channel for participants to report concerns. FPIC protocols will guide all community engagement to ensure voluntary and informed participation and will be in line with the project's **Indigenous Peoples Plan (IPP)** – see *ProDoc Annex II*) to ensure meaningful and respectful consultation. Safeguards for this output include community consultation with local communities and Masyarakat Adat to ensure voluntary and informed participation in patrol systems.

To strengthen the ethical and operational framework of ecoguard patrols, this output will include a review and revision of Codes of Conduct and Standard Operating Procedures (SOPs) to align with international human rights and conservation standards. Revised SOPs will be implemented through targeted training programs that emphasize ethical enforcement practices and community engagement. The project will facilitate the recruitment of women into patrol systems, incorporating lessons learned from similar efforts in Sumatra and Sulawesi that highlight the comparative advantages of female enforcement actors in conflict resolution. Collaboration with MoFor, GAKKUM, BKSDA, and PA Management Authorities will ensure consistent application across Protected Areas. Territorial control measures implemented by forest rangers will integrate risk assessments to avoid unintended community impacts and ensure mapping efforts are both ethical and inclusive. Findings from community consultations will also inform the project's Security Risk Assessment, identifying measures to protect health, safety, and security during law enforcement operations, ensuring these measures address local needs and priorities.

The introduction of identification technologies, such as camera traps, will be preceded by consultations with affected communities to agree on data usage safeguards. These safeguards will ensure transparency and equitable data handling, reducing risks of misuse. To mitigate potential risks of reprisals, MMP members installing camera traps will be actively involved in handling and reviewing footage, promoting trust and accountability in enforcement operations.

To strengthen community engagement, the project will collaborate with civil society organizations (CSOs) deemed acceptable by Indigenous Peoples, including WARSI, AMAN, Rumah Sunting, and YAPEKA. These organizations will provide additional support to Indigenous Peoples and local communities in habitat protection and development activities.

### ***Output 3.1.3. Engaged local communities participate in wildlife and habitat protection including livelihood opportunities, demand reduction, and rewards mechanisms***

This output prioritizes the meaningful and sustained engagement of local communities, leveraging their knowledge to enhance conservation outcomes. Reward mechanisms ensure that participation is both recognized and incentivized, fostering ownership and responsibility among community members. By integrating these efforts into broader conservation strategies, this output creates a collaborative framework that strengthens surveillance, habitat management, and biodiversity protection. Incorporate **community-based demand-reduction activities** aligned with **local traditions** and **cultural values**, engaging **traditional leaders in target areas** (e.g., SM Bukit Rimbang Bukit Baling, TN Bukit Tigapuluh).

Incentives such as alternative livelihood pilots, ecotourism initiatives, and community benefits schemes under this project will not jeopardize or undermine any baseline economic conditions of community members, whether they choose to participate. These incentives are strictly additive and voluntary and will be implemented in ways that ensure equitable access, particularly for women, youth, and marginalized groups, in line with the project's Gender Action Plan and Stakeholder Engagement Plan.

Key activities to achieve Output 3.1.3 include the following:

**Community-Based Patrols.** Involve local communities in forest patrols, prioritizing areas at high risk for illegal activities such as poaching and logging. Provide essential equipment (e.g., protective gear, medical kits, and communication tools) to community patrol members. Facilitate the inclusion of women in patrols by offering tailored training and support based on lessons from similar initiatives in Sumatra and Sulawesi. Provide opportunities for patrol members to engage in complementary livelihoods, such as agroforestry or ecotourism activities, to ensure sustainable income alongside conservation responsibilities, e.g. create conservation performance-based stipends for patrol participants tied to measurable reductions in illegal activities.

**Community-Managed Conservation Initiatives.** Strengthen collaborative conservation models, such as the co-management framework in Bukit Rimbang Bukit Baling, involving communities in habitat rehabilitation, tree planting, and wildlife monitoring. Specifically, incorporate tree planting and habitat rehabilitation programs with community-based nurseries that generate income by producing and selling native seedlings for reforestation efforts. Develop species-specific monitoring programs in target areas to track biodiversity health and respond to threats. Finally, develop small-scale enterprises tied to conservation, such as honey production from reforested areas, which simultaneously supports biodiversity and creates sustainable livelihoods. Low-value grant financing will be made in accordance with UNDP policies and procedures.

**Community-Driven Demand Reduction Campaigns:** Develop and implement behavior change campaigns using local cultural narratives and community influencers to reduce domestic demand for illegal wildlife products. Engage traditional and religious leaders to promote conservation values aligned with local beliefs.

**Ecotourism Development.** Support community-managed ecotourism enterprises, drawing on successful models like the Tanjung Belit initiative, which blends economic benefits with environmental stewardship. Promote ecotourism activities tailored to local biodiversity. Expand ecotourism offerings to include conservation education programs, such as guided wildlife tracking experiences and biodiversity workshops and cultural immersion experiences. Provide training for communities on branding, marketing, and managing ecotourism businesses, ensuring these enterprises are financially sustainable and attractive to domestic and international tourists. Low-value grant financing will be made in accordance with UNDP policies and procedures.

**Incentives and Reward Systems.** Introduce financial incentives, community development support (e.g., small infrastructure projects), or direct rewards for conservation efforts. Ensure eligibility criteria for rewards are inclusive and transparent, targeting marginalized groups such as women and indigenous populations. Incorporate PES schemes that provide ongoing financial rewards to communities for maintaining forest cover, protecting wildlife habitats, or successfully deterring poaching. Create community-managed conservation funds that offer grants or loans to support biodiversity-friendly businesses, such as agroforestry or wildlife tourism ventures. These funds could be partially financed through fines and penalties collected under Law No. 32 of 2024, ensuring that enforcement actions directly contribute to building sustainable livelihoods for communities impacted by conservation policies. Introduce community rewards programs recognizing positive conservation behaviors and wildlife protection efforts.

**Cultural Integration in Conservation.** Incorporate traditional knowledge and cultural values into conservation efforts, engaging local leaders and aligning activities with community identity. Develop conservation campaigns that resonate with cultural practices, particularly in indigenous areas like Bukit Rimbang Bukit Baling and Bukit Tiga Puluh. Integrate cultural practices into ecotourism offerings, such as storytelling sessions or

traditional crafts, creating income opportunities while preserving cultural heritage. Document and promote cultural traditions that support biodiversity protection as part of demand-reduction messaging.

**Capacity Building and Awareness.** Conduct educational workshops on biodiversity protection, zoonotic risks, and sustainable resource use for community members. Empower youth and women through targeted conservation initiatives to ensure broad-based, long-term engagement. Include specialized training on agroforestry, small-business management, and sustainable farming practices to equip communities with the skills needed to transition to conservation-aligned livelihoods. Encourage the participation of local leaders and youth in capacity-building programs, creating champions for sustainable livelihoods and biodiversity conservation.

This output incorporates safeguards to ensure inclusive participation and equitable distribution of livelihood opportunities and/or rewards. FPIC protocols guide community-based activities to respect local traditions and consent and guided by the project's IPP (see *ProDoc Annex 11*). In Dolok Surungan WR and Bukit Barisan Selatan NP, the project will engage with tenure conflicts involving Indigenous Peoples, including the Sigalapang, Saibatin, and Semendo communities, to ensure it does not contribute to or exacerbate ongoing disputes. Independent studies will provide an in-depth inquiry into these conflicts and inform the design of resolution mechanisms, which may include the engagement of third-party mediators. A grievance redress mechanism (GRM) will address concerns about resource allocation or potential unintended consequences.

Livelihood restoration measures will target those most affected by economic displacement resulting from possible access restrictions. These measures will be informed through the guidelines outlined in the project's **Livelihood Action Framework** (see *ProDoc Annex 13*) and **Process Framework** (see *ProDoc Annex 14*), ensuring culturally appropriate interventions. Eligibility criteria for these interventions will include consideration of beneficiaries' engagement in illegal or restricted activities, alongside strategies to mitigate associated conservation impacts. A climate vulnerability and capacity assessment will also be incorporated into the project's Livelihood Action Plan to identify adaptive capacity gaps and ensure interventions build resilience against climate change and natural disasters.

Behavior change approaches will address drivers of illegal activities among low-level offenders, encouraging reduction of reliance on punitive measures while promoting stewardship of wildlife resources.

To safeguard cultural heritage, a Cultural Heritage Management Plan (CHMP) will be developed in cases where potential adverse impacts on traditional knowledge are significant. This plan will ensure that conservation activities respect and protect the cultural heritage of Indigenous Peoples and local communities.

#### ***Output 3.1.4. Improved understanding and management of human-wildlife conflicts through enhanced reporting and adaptive mitigation strategies***

Human-wildlife conflict is a pressing challenge across several of the project target areas, including **Bukit Barisan Selatan, Bukit Tigapuluh, Dolok Surungan, and Dolok Sibual-Buali**, where **tigers, elephants, and orangutans** come into frequent contact with local communities. In **Bukit Rimbang Bukit Baling**, while large mammal conflicts are less prevalent, communities face recurring issues with **macaques and wild pigs**<sup>[11]<sup>47</sup></sup>. This output focuses on creating **proactive and adaptive mitigation measures** tailored to **site-specific challenges**, fostering **harmonious coexistence** and **strengthening local support** for conservation initiatives. This output focuses on creating proactive and adaptive mitigation measures that address specific geographic contexts and community needs. By reducing conflict, the project fosters more harmonious coexistence and strengthens local support for conservation initiatives.

Key activities to achieve Output 3.1.4 include the following:

**Mapping and Assessment of Conflict Zones.** Conduct detailed biosocial<sup>[12]<sup>48</sup></sup> mapping of conflict hotspots in **Bukit Barisan Selatan** and **Bukit Tiga Puluh National Parks**, where tigers and elephants frequently come into contact with agricultural areas. Include community-led surveys to collect firsthand accounts of conflict incidents and align mitigation measures with local realities.

**Proactive Conflict Prevention Measures.** Deploy GPS collars for elephants in **Bukit Rimbang Bukit Baling** to monitor movements and reduce crop-raiding incidents. Establish and maintain elephant corridors in **Dolok Surungan** and buffer zones in **Dolok Sibualbuali** to minimize overlap between wildlife habitats and human settlements, linking with livelihood interventions. Low-value grant financing will be made in accordance with UNDP policies and procedures.

**Conflict Mitigation Task Forces.** Activate rapid-response task forces in areas prone to mass unrest, such as **TNBBS**, involving local authorities, MoF, Police, and TNI elements. Equip task forces with training on conflict de-escalation and tools like drones, camera traps, and acoustic deterrents.

**Community Engagement and Education.** Conduct educational campaigns in high-conflict areas on safe farming practices and co-existence strategies, such as livestock management and crop-rotation systems that deter wildlife and enhance and diversify livelihood opportunities. Provide non-lethal deterrent tools (e.g., fencing kits, citrus barriers) to reduce conflict, and enhance and diversify livelihood opportunities.

**Policy and Framework Development.** Review and improve SOPs for handling human-wildlife conflict, ensuring adaptability to different species and landscapes. Collaborate with the Ministry of Agriculture to pilot insurance schemes that compensate for damage caused by wildlife, incentivizing communities to avoid retaliatory actions.

**Monitoring and Feedback Mechanisms.** Establish community-friendly reporting systems, such as mobile apps and hotlines, to encourage accurate and timely conflict reporting. Use feedback from reported cases to iteratively improve mitigation strategies, focusing on long-term coexistence rather than short-term reductions in incidents.

This output integrates safeguards by using community-driven mapping of conflict zones to tailor mitigation strategies such as non-lethal deterrents and buffer zones. In Bukit Rimbang Bukit Baling WR, the project will

support the co-management model initiated by YAPEKA under the IUCN Integrated Tiger Habitat Conservation Programme, ensuring that interventions align with local community needs. Conflict mitigation task forces will receive training on de-escalation techniques, while grievance mechanisms will ensure fair resolution of disputes and support equitable implementation of interventions. Efforts to manage human-wildlife conflict will follow best practices, such as IUCN guidelines, ensuring a well-informed and holistic approach that considers underlying social, cultural, and economic contexts. Clear eligibility criteria will be established to ensure that *Masyarakat Adat*, including groups particularly vulnerable to human-wildlife conflict, have equitable access to project interventions. These criteria will be developed collaboratively with community representatives to ensure transparency and inclusiveness. Where necessary, livelihood restoration measures will complement conflict mitigation efforts, targeting marginalized groups through culturally appropriate interventions to address economic displacement caused by access restrictions.

The project may explore collaboration with private sector stakeholders on habitat protection initiatives. However, any planned engagement will be preceded by a thorough risk assessment to evaluate potential social, environmental, and economic impacts, ensuring alignment with project safeguards and local community priorities.

### **Outcome 3.2: Wildlife supply chains managed to reduce zoonotic spillover risks and maintaining human health**

Effective management of wildlife supply chains—both legal and illegal—is critical to mitigating zoonotic disease transmission risks. This outcome prioritizes interventions across all stages of the supply chain, addressing regulatory gaps, enhancing oversight, and building capacity to ensure that wildlife trade practices align with public health and conservation goals. A key focus will be strengthening institutional coordination through an interagency data-sharing protocol that enables real-time monitoring of zoonotic risks across trade networks, supporting both enforcement and rapid response efforts. Key interventions under this outcome include the following:

- **Develop and enforce regulatory and biosafety guidelines** to address zoonotic spillover risks in both legal and illegal wildlife trade.
- **Establish monitoring systems for wildlife supply chains**, including breeder certification and compliance audits to prevent the laundering of wild species.
- **Train stakeholders**—including border officials, breeders, and traders—on zoonotic prevention, biosafety, and quarantine protocols.
- **Engage public awareness campaigns** to promote safe and sustainable wildlife trade practices and reduce zoonotic risks.

Results expected through achievement of Outcome 3.2:

- **Strengthened monitoring and regulatory frameworks** for wildlife trade supply chains to reduce zoonotic risks at critical points, including poaching, breeding, transport, and trade.
- **Operationalized quarantine and biosafety measures** at key trade hubs to detect and isolate high-risk animals, preventing pathogen spillover.

- **Improved capacity of government officials, breeders, and traders** to implement and comply with zoonotic risk mitigation protocols.
- **Enhanced transparency in wildlife trade networks**, reducing the potential for laundering of wild species into legal markets.

Under Outcome 3.2, safeguards include biosafety protocols for wildlife supply chains, training on zoonotic risk management for stakeholders, and transparency measures to ensure effective monitoring and compliance. The operationalization of an interagency data-sharing protocol across the Ministry of Forestry, the Ministry of Agriculture, and public health agencies will enhance information-sharing, enabling better coordination on wildlife health incidents and enforcement actions. Collaboration with public and private entities will foster shared accountability and enhance risk reduction. These safeguards align with best practices outlined in regional One Health initiatives and existing research on zoonotic spillover risks.

Outcome 3.2 results will be achieved through the delivery of the following outputs.

**Output 3.2.1.** *Zoonotic spillover prevention tool/protocol at the country border points authority and engaged passenger and goods transportation services companies*

This output emphasizes establishing protocols to minimize zoonotic spillover risks at critical border points (e.g., airports, seaports) and engaging transportation companies as essential partners. With tailored approaches, the project ensures adherence to biosafety standards and fosters collaboration to address zoonotic risks along the wildlife supply chain. This output includes **demand-reduction communications at border points**, engaging **passengers** and **goods transportation services**. It also includes **awareness campaigns addressing the risks associated with IWT and zoonotic spillover**.

Key activities under Output 3.2.1 include the following:

**Risk Assessments.** Identify zoonotic spillover hotspots, including high-traffic locations like **Belawan Seaport, Kualanamu Airport, Dumai Seaport, and Bakauheni Seaport**.

Collaborate with quarantine and research institutions (e.g., BRIN) to evaluate vulnerabilities using the Joint Risk Assessment (JRA) framework, progressively implemented in line with national regulations<sup>[13]<sup>49</sup></sup>.

**Capacity Building and Training.** Conduct targeted training for customs officers, quarantine staff, and transportation employees on identifying and managing zoonotic risks, including practical biosafety modules and wildlife health assessments. Incorporate training on the use of screening tools and other biosafety technologies relevant to enforcement personnel at wildlife-human interfaces. PPE provision and health safety equipment will be financed through co-financing contributions from the Ministry of Health and other partners. Training content will

integrate best practices from existing regional and global frameworks on zoonotic risk management.

**Border Point Demand-Reduction Communications:** Design and implement communication strategies at key border points, targeting passengers, transportation companies, and customs officials on the risks of IWT and zoonotic diseases; Partner with transportation associations to disseminate behavior change messages via media, signage, and digital platforms; conduct training sessions for border authorities on the linkages between IWT and zoonotic spillovers, emphasizing the importance of demand-side deterrence; develop multilingual awareness materials to address domestic and international audiences transiting through Indonesian border points.

**Collaborative Protocol Development.** Engage key transportation companies in the designing practical, scalable health protocols, for cargo and passenger entry points, ensuring feasibility with existing operational frameworks. Develop concise, sector- standard operating procedures (SOPs) and training materials to support compliance. Leverage existing veterinary and epidemiological expertise to refine rapid response protocols for wildlife health incidents during inspections, prioritizing high-risk trade pathways.

Facilitate targeted, cost-effective multi-stakeholder dialogues among customs authorities, transport providers, and community representatives to strengthen enforcement collaboration and demand-reduction messaging.

**Monitoring and Reporting Systems.** Operationalize a monitoring system for tracking protocol adherence and zoonotic prevention at border points, including improvements to the established Zoonotic and Emerging Infectious Disease Information System (SIZE). Ensure alignment with national monitoring efforts to enhance data sharing and avoid duplication. Establish a feedback loop to refine practices based on field observations and data from ongoing implementation. For wildlife that exhibits signs of illness, a triage system will be implemented in alignment with One Health principles, where enforcement personnel conduct basic health screenings and escalate cases to designated veterinary and epidemiological authorities for further assessment and potential diagnostic testing. This approach strengthens existing national biosecurity measures and supports Indonesia’s SIZE system by enhancing early detection and risk mitigation at key border points.

**Zoonotic Spillover Risk Public Awareness and Outreach Campaigns.** Launch awareness initiatives targeting transportation stakeholders and the public about zoonotic risks and prevention strategies. Utilize media channels to distribute informational content on the importance of wildlife biosafety. Incorporate information about wildlife health events, such as unusual die-offs or mass illnesses, into public awareness campaigns targeting communities involved in wildlife trade.

**Equipment and Facility Support.** Ensure border points are equipped with wildlife screening and containment facilities—such as infrared thermometers for basic wildlife health assessments and secure holding areas for confiscated animals. PPE and other frontline health protection resources will be provided through co-financing from the Ministry of Health and relevant agencies.

Safeguard management measures for this output are embedded in Joint Risk Assessments (JRAs), which ensure collaborative, data-driven decision-making between border authorities, health experts, and transportation companies. These assessments integrate biosafety protocols tailored to high-traffic nodes and establish clear accountability frameworks for implementing and monitoring zoonotic prevention measures. Grievance mechanisms provide an avenue for stakeholders to address concerns about the protocols' application, ensuring equitable and transparent implementation.

### ***Output 3.2.2. Government officials and company staff trained in scanning potential illegal trade and courier-related wildlife activities***

This output aims to enhance the capacity of government officials and company staff to detect and prevent illegal trade of both protected and non-protected wildlife species. Through targeted training and collaboration, the project builds a robust framework for monitoring and enforcement, reducing zoonotic risks and strengthening supply chain accountability.

Key activities under Output 3.2.2 include the following:

<p><b>Specialized Training Programs.</b> Train personnel from Customs, Quarantine, Ministry of Environment-Environmental Control Agency, and logistics companies on wildlife scanning protocols, emphasizing species identification, biosafety, and zoonotic risk mitigation. Include case studies and scenarios based on trafficking hotspots such as Aceh Tamiang and Belawan Seaport to simulate real-world conditions.</p>
<p><b>Cross-Sector Collaboration.</b> Establish partnerships with courier and logistics companies to integrate wildlife detection training into their operational protocols. Engage airlines, shipping firms, and e-commerce platforms in identifying and flagging suspicious wildlife shipments.</p>
<p><b>Technological Integration.</b> Introduce and train participants in the use of tools such as portable wildlife identification apps, DNA testing kits, and X-ray scanners for concealed wildlife.</p>
<p><b>Field Simulation Exercises.</b> Conduct practical sessions at key transit points like Kualanamu Airport and Dumai Seaport, focusing on wildlife detection, handling protocols, and chain-of-custody requirements.</p>
<p><b>Awareness and Advocacy.</b> Develop informational campaigns targeting logistics personnel and transport operators, emphasizing their role in preventing illegal wildlife trade and zoonotic risks. Distribute pocket guides for species identification and biosafety compliance tailored for field use.</p>

Training programs, inclusive of customs, quarantine staff, and logistics companies, will safeguard equitable participation and ethical practices. Specialized modules will address biosafety, zoonotic risks, and species identification while integrating measures to prevent undue targeting or harassment during enforcement. Feedback mechanisms will ensure ongoing refinement of training content, and grievance systems will be in place to address concerns from participants.

### ***Output 3.2.3. Capacity building on potential risk of zoonotic spillover from wildlife***

This output focuses on strengthening institutional capacity by generating in-depth studies that analyze zoonotic spillover risks from wildlife to humans. These studies aim to provide actionable insights into critical risk points along the supply chain, enabling institutions to design more effective prevention strategies.

Key activities under Output 3.2.3 include the following:

**Risk Analysis Studies.** Conduct detailed assessments of zoonotic spillover pathways, prioritizing high-risk species and supply chain stages, such as wildlife markets and breeding facilities. Collaborate with BRIN, conservation NGOs, the Ministry of Agriculture's Quarantine Division, and local governments to analyze historical data on disease outbreaks linked to wildlife trade. These efforts will align with the Regulation of the Coordinating Minister for Human Development and Culture of the Republic of Indonesia Number 7 of 2022 (PERMENKO PMK 7/2022) on Guidelines for the Prevention and Control of New Zoonoses and Infectious Diseases.

**Integration of Findings into Policy and Practice.** Adapt international best practices, such as the INGSANASEM guidelines, to strengthen Indonesia-specific quarantine protocols, inspection procedures, and biosafety standards at national and regional levels. Engage stakeholders, including customs, quarantine officers, and trade regulators, in workshops focused on contextualizing global guidance for Indonesia's wildlife trade and border control realities.

**Cross-Sectoral Dissemination.** Develop knowledge products, such as policy briefs and operational guides, to share study results with relevant institutions. Disseminate findings through national and regional networks, including ASEAN-WEN and INTERPOL's Wildlife Crime Working Group. Any follow-up interventions with a broader public health or clinical focus will be supported exclusively through co-financing from the Ministry of Health and other non-GEF partners.

**Training and Capacity Building.** Train institutional staff in using study methodologies and applying findings to improve biodiversity conservation enforcement and wildlife trade governance. Build local capacity to replicate wildlife-linked zoonotic spillover risks in other high-risk trade and habitat interfaces, creating a scalable model for biodiversity-centered zoonotic spillover prevention and conservation-oriented regulatory improvements.

To prevent risk analysis from unfairly impacting on the rights or interests of marginalized communities, safeguards in this output will prioritize ethical data collection and equitable policy integration. Intensive workshops on quarantine protocols and biosafety standards will ensure that updated practices are inclusive and actionable. No unfunded mandates will be imposed on stakeholders for implementing safety protocols, and grievance mechanisms will address concerns arising from study outcomes or enforcement processes.

#### ***Output 3.2.4. Establishment of a Wildlife Forensic DNA Database and Strengthening Laboratory Capacities for Examination of Wildlife DNA Samples***

This output aims to establish a comprehensive wildlife forensic DNA database while enhancing laboratory capacities to analyze wildlife DNA samples. Such a database will serve as a critical tool for identifying species, tracking illegal trade routes, and supporting law enforcement actions against wildlife crime. By providing definitive scientific evidence, the database strengthens prosecutions and ensures compliance with national and international wildlife trade regulations.

Additionally, this output will support the development of an interagency data-sharing protocol between the Ministry of Forestry, the Ministry of Agriculture, and public health agencies to facilitate real-time exchange of wildlife forensic data and zoonotic risk indicators. Integrating forensic findings into a shared reporting system will enhance coordination between enforcement, veterinary, and public health authorities, ensuring rapid detection and response to emerging disease risks. The protocol will align with existing monitoring systems, such as SIZE, to strengthen Indonesia’s national biosecurity framework.

Beyond enforcement, a wildlife forensic DNA database has broader applications, including biodiversity monitoring, habitat management, and zoonotic risk assessment. The capacity to rapidly and accurately identify species involved in trade, including those carrying potential zoonotic risks, enhances early detection and response capabilities. Strengthened laboratory capacities will ensure that DNA samples can be processed efficiently and accurately, contributing to both conservation and public health objectives.

The establishment of a wildlife forensic DNA database and strengthened laboratory capacities will transform wildlife protection and enforcement by providing definitive, scientific evidence for combating illegal trade. Beyond enforcement, this tool will support biodiversity monitoring, habitat management, and zoonotic spillover prevention, creating a multi-faceted approach to wildlife conservation and public health protection. Enhanced laboratory capacities ensure that DNA analysis becomes a cornerstone of Indonesia’s wildlife protection strategy, aligning with global best practices.

Proposed activities under Output 3.2.4 include the following.

<p><b>Development of a Wildlife Forensic DNA Database.</b> Collect DNA samples from protected and high-risk wildlife species, prioritizing those frequently involved in illegal trade or carrying zoonotic potential. Develop a digital database with advanced search and identification capabilities, linked to national and international enforcement systems, e.g., the EU Trade in Wildlife Information Exchange (EU-TWIX), to facilitate cross-sectoral cross-border case coordination and data sharing.</p>
<p><b>Capacity Building for Laboratories.</b> Provide specialized training for laboratory staff on wildlife DNA analysis techniques and forensic applications.</p>
<p><b>Integration with Law Enforcement.</b> Establish protocols for integrating DNA evidence into wildlife crime investigations and legal proceedings. Train enforcement agencies on collecting and preserving DNA samples from wildlife seizures to ensure evidence integrity.</p>
<p><b>Zoonotic Risk Assessment and Monitoring.</b> Utilize DNA data to identify and monitor species with high zoonotic risk, linking the database to pathogen surveillance systems where feasible. Strengthen collaboration between wildlife laboratories and public health agencies to address zoonotic spillover risks.</p>
<p><b>Awareness and Stakeholder Engagement.</b> Disseminate the importance of the wildlife forensic DNA database to policymakers, enforcement agencies, and conservation stakeholders. Promote its applications for biodiversity conservation, illegal trade prevention, and public health.</p>
<p><b>Monitoring and Evaluation.</b> Track the usage and impact of the DNA database in enforcement and conservation efforts. Regularly update the database with new species and cases to ensure its continued relevance and utility.</p>

**Development of an Interagency Wildlife Forensic Data-Sharing System.** Establish a standardized data-sharing protocol to enable the secure exchange of wildlife health data between MoEF, the Ministry of Agriculture, and public health agencies, facilitating multi-sectoral responses to zoonotic risks. The system will focus on captured and confiscated wildlife health assessments, pathogen surveillance results, and high-risk trade activity that may indicate potential spillover threats. The protocol will be aligned with existing frameworks like SIZE to ensure interoperability and support real-time coordination on disease prevention and enforcement actions.

Safeguards for this output focus on ensuring that the development and use of the wildlife forensic DNA database are ethically and scientifically robust. Activities will prioritize data security and equitable access to laboratory services, particularly for underrepresented regions. Collaborative training programs will address capacity gaps while grievance mechanisms ensure that concerns from users and stakeholders are addressed. Safeguards also include regular evaluations of privacy protocols and the equitable application of DNA evidence in legal and conservation contexts.

#### **Component 4: Knowledge exchange for transformational results**

Breaking the cycle of wildlife crime requires more than enforcement—it demands the ability to navigate complex systems and deliver results in the face of entrenched challenges. Component 4 tackles these systemic barriers by transforming fragmented efforts into a cohesive, context-driven framework. Through targeted interventions, it fosters cross-agency collaboration, aligning stakeholders with shared knowledge products and operational protocols to address IWT.

As part of the GEF-8 GWP, the LEVERAGE project brings a unique contribution: the ability to achieve measurable improvements in one of the most complex IWT landscapes in the world. Indonesia's scale, entrenched corruption, high market demand for wildlife, and low community income create a context where solutions require not just innovation, but precise execution and sustained commitment. Any success here becomes a roadmap for others, demonstrating that with the right partnerships, even the most entrenched challenges can be overcome.

By engaging in the GWP knowledge platform, the project will share its hard-earned lessons on coordination, enforcement, and community engagement, while drawing on the experiences of other countries to strengthen its efforts. Resources will support participation in regional workshops, technical consultations, and the production of scalable knowledge products. To avoid duplication and maximize value, the project will engage with the GWP global coordination project and peer countries to draw on existing knowledge products, tools, and frameworks already developed under the GWP umbrella. These efforts ensure that LEVERAGE contributes not only to GWP's goals but also to a global blueprint for combating wildlife trafficking and conserving biodiversity.

Key barriers identified in the Theory of Change (TOC) addressed in Component 4 include:

- **Barrier 1: Fragmented institutional collaboration** – Limited coordination among law enforcement, customs, and quarantine agencies hampers effective responses to wildlife crime.
- **Barrier 2: Insufficient access to technology and data systems** – The absence of integrated tools prevents real-time analysis and strategic intervention.
- **Barrier 3: Weak knowledge-sharing mechanisms** – Gaps in communication and skill transfer across agencies and sectors lead to inconsistent enforcement outcomes.
- **Barrier 4: Low public engagement and youth involvement** – Lack of awareness and insufficient participation in conservation efforts hinder broader societal contributions to wildlife protection.

One of the interventions under this component is the deployment of IT-based decision-support systems, enabling real-time data sharing and coordinated enforcement actions. These tools empower institutions to act swiftly and strategically, identifying patterns and trends that would otherwise go unnoticed. Beyond institutional collaboration, Component 4 integrates public and youth participation into conservation efforts, cultivating a new generation of advocates equipped to sustain long-term biodiversity protection.

Aligned with GEF-8 GWP priorities, this component emphasizes knowledge-sharing, innovation, and collaboration as key enablers of systemic change. By deploying IT-based decision-support systems, fostering multi-agency coordination, and integrating public and youth engagement, the project directly contributes to GWP goals of strengthening governance, leveraging technology to combat wildlife crime, and scaling successful conservation models globally. These interventions ensure that lessons learned are not only disseminated across stakeholders but also translated into actionable solutions that drive long-term impact.

This component will be implemented collaboratively by government agencies, academic institutions, and civil society organizations. Academic and research institutions will co-lead the development and refinement of decision support tools using project monitoring data, spatial analysis, and participatory inputs from pilot sites. Civil society partners, to be engaged through transparent selection processes, will contribute to knowledge documentation, peer exchange, and dissemination through national and international platforms such as the Global Wildlife Program. The Ministry of Environment and Forestry's Center for Data and Information will oversee integration into government systems, while technical partners such as the Indonesian Institute of Sciences (BRIN) and local IT service providers will support the development of operation rooms and digital infrastructure. These collaborative efforts will ensure that knowledge products are accessible, policy relevant, and grounded in site level realities.

#### **Outcome 4: Upscaled knowledge and technology on integrated law enforcement and decision-making support systems**

Results expected through achievement of Outcome 4 include the following:

- **Improved access to and dissemination of best practices** for handling illegal wildlife trade across local and international agencies.
- **Operationalized IT-based tools** to support real-time law enforcement decisions and enhance cross-agency collaboration.

- **Strengthened monitoring and reporting systems**, enabling project results to be shared at national and international levels.
- **Increased participation of diverse stakeholders**, including youth and non-law enforcement actors, in conservation activities.

Managing knowledge dissemination poses risks of exclusion, misrepresentation, and misuse, particularly for marginalized groups and communities with limited access to resources. To mitigate these risks, safeguards will ensure that knowledge products are contextually relevant, translated into accessible formats, and aligned with local needs. Participatory feedback loops will allow stakeholders to refine and validate materials before dissemination. Data shared through IT-based tools will adhere to strict privacy protocols to prevent misuse, while the project’s GRM will offer a platform for stakeholders possibly affected by dissemination activities.

Outcome 4 results will be achieved through the delivery of the following outputs.

***Output 4.1. Knowledge products of good practices for exchange and technical capacity building***

This output aims to foster collaboration and enhance technical capacities by producing and disseminating at least six knowledge products on best practices from the project. The exchange of these practices among stakeholders—such as MoF, Customs, Quarantine, BRIN, community groups, and international partners—will strengthen interagency coordination, improve enforcement strategies, and ensure informed decision-making in combating wildlife crime. To ensure these efforts are inclusive and equitable, gender considerations will be embedded into the design of knowledge products and capacity-building activities, guided by the project’s **Gender Analysis and Gender Action Plan** (see *ProDoc Annex 12*). These measures will ensure that the specific needs of underrepresented groups are addressed, promoting their active participation in project outcomes. Additionally, these knowledge products will be shared through the GWP knowledge platform, allowing the project to contribute valuable insights and innovations to the global conservation community. This engagement will ensure that lessons from Indonesia are incorporated into GWP’s collective understanding of effective strategies for addressing illegal wildlife trade and biodiversity loss.

Key activities under Output 4.1 include the following.

**Implementation of Advanced Monitoring Technology.** Deploy tools such as camera traps, GPS devices, and AI-enabled systems to monitor wildlife movements and detect illegal activities. Conduct population surveys and track wildlife movements in priority conservation areas like Bukit Barisan Selatan National Park.

**Establishment of Integrated Operation Rooms.** Create centralized systems to consolidate data from field reports, satellite imagery, and intelligence sources for risk analysis and threat mapping. Expand CEISA (Customs Excise Information System and Automation) and enhance the Ministry of Forestry’s Operation Rooms under DG of Law Enforcement on Forestry for coordinated enforcement efforts.

**Capacity-Building Through Targeted Training.** Design specialized training modules for law enforcement officers, including the use of digital forensic tools and advanced wildlife

<p>crime analytics. Incorporate case-based learning from trafficking hotspots such as Aceh Tamiang and Belawan Seaport to strengthen real-world readiness.</p>
<p><b>Development and Adoption of Law Enforcement Protocols.</b> Draft and institutionalize standardized protocols for managing confiscated wildlife and handling evidence securely. Integrate DNA forensic techniques into protocols to verify species and ensure proper habitat assessments prior to releasing confiscated animals.</p>
<p><b>Formation of Strategic and Transnational Partnerships.</b> Build cross-sector alliances to enhance enforcement strategies and knowledge exchange. Strengthen collaborations with international partners, such as the Australian Federal Police and ASEAN Wildlife Enforcement Network and German development cooperation initiatives such as GIZ projects on wildlife crime and cross-border forest crime in ASEAN, to address transnational wildlife trafficking.</p>
<p><b>Implementation of a Communication and Advocacy Strategy (Strakom).</b> Develop targeted campaigns to raise awareness among key stakeholders, including logistics companies and transport operators. Produce multimedia guides and resources for field officers, emphasizing wildlife scanning protocols and species identification.</p>

Knowledge dissemination under this output will include safeguards to ensure accessibility and equity. The **Stakeholder Engagement Plan** (see *ProDoc Annex 9*) will guide all project consultations and community engagement activities, ensuring meaningful participation and alignment with UNDP Social and Environmental Standards. Materials will be co-developed with stakeholders, with specific attention to integrating gender considerations and addressing the needs of underrepresented groups. These materials will be translated into culturally relevant formats and distributed through inclusive platforms. Feedback loops will validate materials to prevent misrepresentation, and grievance systems will address stakeholder concerns about content or delivery. The project team, supported by a Safeguards and Gender Officer, will organize gender awareness and sensitization sessions for PMU staff and national partners, addressing UNDP Social and Environmental Standards, Women’s Empowerment, and specific measures for preventing Gender-based Violence and Sexual Exploitation and Harassment (GBV/SEAH). To ensure project-wide accountability, the GRM will include specific provisions for addressing GBV/SEAH and any unintended consequences of project activities, such as increased domestic violence linked to livelihoods or resource management interventions. In cases of alleged human rights violations against Indigenous Peoples or other significant safeguard breaches, the GRM will require immediate involvement of the UNDP Country Office to ensure transparency, impartiality, and adherence to UNDP Social and Environmental Standards.

Engagement with multi-stakeholder consultation platforms, such as the Subayang-Bio Forum and Bukit Tiga Puluh NP landscape forum, will strengthen coordination among diverse stakeholders, facilitate feedback on conservation priorities, and ensure inclusive participation in policy communication and implementation processes.

#### ***Output 4.2. Operationalization of IT-based law enforcement support tools***

This output focuses on enhancing wildlife protection by operationalizing IT-based tools that enable real-time monitoring, accurate data collection, and analysis of threats and crime patterns. By integrating advanced technologies, the project strengthens interagency coordination, improves evidence collection, and enables rapid

response to wildlife crime incidents. These tools also promote transparency, build public trust, and enhance the efficiency and effectiveness of wildlife law enforcement.

Key activities under Output 4.2 include the following:

<p><b>Patrolling with Drones and Camera Traps.</b> Deploy drones and camera traps for real-time monitoring in target wildlife habitats and high-risk locations.</p>
<p><b>Training and Use of Scanning Technology.</b> Train law enforcement personnel in using scanning technology and analysis software to monitor goods and passengers at seaports and airports. Detect and prevent wildlife smuggling through enhanced inspection protocols.</p> <p>In addition to strengthening surveillance and enforcement at sea- and airports, the project will explore expanding its scope to include postal and courier distribution centers as key trafficking nodes. Activities will engage national postal authorities, private courier and logistics companies (including last-mile operators), to strengthen detection, monitoring, and reporting of wildlife products trafficked through parcel networks. This will include training personnel, developing SOPs for red-flag screening, and integrating detection tools and digital reporting platforms.</p>
<p><b>GPS Tracking for Illegal Activity Monitoring.</b> Operate GPS devices to track the movements of vehicles or individuals suspected of involvement in illegal wildlife activities.</p>
<p><b>Data Analysis and Crime Pattern Identification.</b> Procure and utilize data analysis software to collect and analyze information from diverse sources, including social media. Identify illegal trade networks and crime patterns using tools such as IBM i2 Intelligence Network.</p>
<p><b>Digital Forensics Training and Tools.</b> Train and certify law enforcement personnel in digital forensic tools to examine electronic evidence, including mobile phones and computers seized during investigations.</p>
<p><b>Surveillance Cameras for Continuous Monitoring.</b> Install surveillance cameras in strategic locations to monitor poaching and wildlife trade activities continuously.</p>
<p><b>Social Media Monitoring for Online Trade Detection.</b> Use social media monitoring tools like scraper engines to detect and track illegal wildlife trade on online platforms.</p>
<p><b>Establishment of Regional Operation Rooms.</b> Establish regional operation rooms managed by DG of Law Enforcement on Forestry, Ministry of Forestry, to integrate IT tools and coordinate enforcement activities.</p>
<p><b>Exploration of Emerging Technologies.</b> Explore and integrate advanced tools like Artificial Intelligence (AI), high-resolution satellite imagery, jammers, and surveillance equipment to prevent and detect poaching or illegal wildlife trade.</p>

IT-based law enforcement tools carry risks of data misuse, unequal access, and over-reliance on technology that may oversimplify complex realities. Without safeguards, sensitive information could be exploited, marginalized groups may lack access, and automated systems might fail to address local nuances. To mitigate these risks, robust data security protocols will protect information integrity, while capacity-building efforts will prioritize equitable access for diverse stakeholders. Tools will be co-designed with users to ensure they are practical, contextually relevant, and adaptable to on-the-ground needs.

In addition, stakeholder learning exchanges and networking activities will include gender-focused sessions to ensure equal participation of women and men in natural resource management and decision-making processes. These exchanges, involving protected areas across the project and neighboring regions in Sumatra, will provide a platform for sharing best practices and strategies for overcoming barriers to inclusivity. Feedback loops will ensure that learning activities are responsive to stakeholder needs and continuously improved to address gender equity and representation.

***Output 4.3. Project results regularly tracked and disseminated at national and international levels***

This output ensures that project results are regularly monitored, evaluated, and shared through targeted dissemination activities. By employing diverse communication channels and interactive tools, the project enhances transparency, promotes accountability, and ensures knowledge sharing with both national and international stakeholders. In alignment with the GEF-8 GWP, the LEVERAGE project will actively contribute to the GWP knowledge platform by sharing progress reports, lessons learned, and best practices. This includes producing knowledge products, participating in GWP-organized events such as conferences and webinars, and leveraging the platform to engage with other GWP countries addressing similar challenges. This two-way knowledge exchange will enhance the project’s ability to scale its successes while contributing to the broader GWP network.

Key activities under Output 4.3 include the following:

<p><b>Preparation and Dissemination of Reports.</b> Develop regular progress reports to summarize project outcomes and lessons learned. Utilize online platforms such as podcasts, webinars, and social media to share findings with diverse audiences. Contribute to the GWP knowledge platform by sharing progress reports, lessons learned, and best practices.</p>
<p><b>Collaboration with Mass Media, Science Journalist Associations, and Academic Communities.</b> Partner with mass media to highlight key project milestones and impacts. Publish popular articles, scientific papers, and articles in peer-reviewed journals to share evidence-based findings with the academic and conservation communities.</p>
<p><b>Interactive Monitoring Dashboard.</b> Create and operationalize an interactive dashboard to track and display project progress in real-time. Ensure the dashboard enhances transparency and facilitates stakeholder engagement.</p>
<p><b>National and International Conferences and Webinars.</b> Organize and participate in conferences, webinars, and workshops to share project results with a global audience. Highlight case studies and best practices to foster international collaboration and replication of successful approaches. Participate in GWP-organized events such as conferences and webinars and leveraging the platform to engage with other GWP countries addressing similar challenges.</p>
<p><b>Production of Knowledge Products.</b> Develop multimedia products, such as infographics, videos, and brochures, to communicate project achievements and lessons effectively. Ensure accessibility of materials to a wide range of stakeholders, including policymakers, NGOs, and local communities.</p>

Results will be contextualized and validated through participatory review processes before dissemination. Materials will be translated into accessible formats for diverse audiences, including local communities. Public-facing outputs will integrate culturally appropriate narratives to enhance understanding and ensure equitable access to information

***Output 4.4. Youth participation both male and female in wildlife protection mover's programme***

This output focuses on engaging and empowering youth as active participants in wildlife conservation efforts. By integrating their creativity, energy, and perspectives, the program fosters a sense of responsibility and commitment among the next generation to safeguard biodiversity. Inclusive youth involvement ensures fair and equitable representation while building a foundation for long-term conservation leadership.

Key activities under Output 4.4 Include the following:

<b>Introduce/strengthen youth mover’s initiatives.</b> Align with existing youth initiatives, introducing and/or strengthening youth mover’s programmes, identifying and mentoring youth champions.
<b>Integration of Wildlife Protection in School Curricula.</b> Collaborate with Centre for Education and Training of the Ministry and schools to incorporate wildlife conservation and biodiversity topics into educational programs.
<b>Internship and Volunteer Opportunities.</b> Offer internships and volunteer programs at the five priority project locations, enabling hands-on experience in national parks and conservation efforts.
<b>Creative Content Development.</b> Produce engaging content, including videos, infographics, and storytelling campaigns, to inspire interest and awareness among young audiences.
<b>Competitions and Community Engagement.</b> Organize photography, video, and essay competitions with wildlife conservation themes. Establish conservation clubs in schools, universities, and residential communities to foster local participation.
<b>Youth Involvement in Research Projects.</b> Engage students in research on wildlife behavior, habitat conditions, and the impacts of human activity in protected areas. Low-value grant financing will be made in accordance with UNDP policies and procedures.
<b>Outdoor Conservation Activities.</b> Host expeditions, trekking, and national park visits to provide youth with firsthand experiences of biodiversity and its protection.

The project will prioritize outreach to marginalized and rural communities, offering tailored support like scholarships and mentorship opportunities. Safeguards will ensure youth are given meaningful, well-supported roles, and follow-up mechanisms will track their continued engagement and impact over time.

**Consistency with national priorities and multilateral environmental agreements**

The LEVERAGE project aligns closely with the national priorities of the Indonesian government, as outlined in the Long-Term National Development Plan (RPJP) 2025-2045, the Medium-Term National Development Plan (RPJMN) 2025-2029, and various priority programs of the Ministry of Forestry. The project's outputs, such as policy reform, regulatory reform, and institutional reform, support the transformation of governance and the strengthening of political, legal, and bureaucratic systems, which are key aspects of RPJP Agenda 3 and Asta Cita<sup>14</sup><sup>50</sup> 7. Additionally, the project's focus on combating wildlife crime, enhancing ecosystem valuation, and developing financing mechanisms for wildlife conservation aligns with the priorities of environmental sustainability and forest protection. By operationalizing inter-sectoral collaboration mechanisms, developing online detection systems, and providing law enforcement training, the LEVERAGE project contributes to the rule of law, stability, and leadership, as emphasized in Agenda 4 of RPJP and Asta Cita 4. Furthermore, the project's efforts to engage local communities, address human-wildlife conflicts, and prevent zoonotic spillover resonate with the socio-cultural and ecological resilience goals of Agenda 5 of RPJP and Asta Cita 8. To enhance habitat management, the project will integrate spillover prevention measures within Protected Areas (PA), including:

- Monitoring wildlife health events, particularly in areas of high human-wildlife interaction.
- Promoting 'minimize, monitor, mend' strategies to restore degraded habitats and establish functional buffer zones.
- Enhancing wildlife value chain biosecurity to prevent zoonotic risks along trade pathways.

These actions, reflected in the project's results framework, aim to reduce human-wildlife conflict, protect critical ecosystems, and mitigate zoonotic spillover risks.' Monitoring human-wildlife conflict, establishing buffer zones, and improving biosecurity on trade routes is consistent with Indonesia's national and regional commitments to zoonotic spillover prevention and wildlife health monitoring.

The **Indonesia National Biodiversity Strategy and Action Plan (IBSAP 2025-2045)**, outlines the country's national strategies and plans that reflect the relevant measures in the UN Convention on Biological Diversity (CBD) and the Kunming-Montreal Global Biodiversity Framework (GBF). The proposed LEVERAGE project is aligned with several of the IBSAP national targets, including Target 3, which calls for effective protection and management of protected areas in high biodiversity value areas; protecting and conserving species and genetic diversity (Target 4); strengthening resilience to the impacts of climate change, including through prevention of loss of forests and other ecosystems (Target 7); generating multiple environmental and socioeconomic benefits through the sustainable use of biodiversity (Target 8); promoting innovation and knowledge sharing (Target 13); strengthening knowledge through integration of data and information on biodiversity (Target 15); and ensuring inclusive participation and representation of Indigenous Peoples and local communities, women, youth and socially marginalized groups (Target 17).

While IBSAP **does not include a specific target on zoonotic spillover prevention**, it highlights **zoonotic disease risks linked to wildlife trade and wet markets**. Additionally, IBSAP **emphasizes the One Health approach as a key strategy** for managing emerging infectious diseases. Given this, the **LEVERAGE** project

will align its zoonotic spillover prevention strategies with the **One Health approach**, ensuring consistency with IBSAP's broader framework.

The **Enhanced Nationally Determined Contribution of Indonesia (NDC 2022)** submitted to the UN Framework Convention on Climate Change (UNFCCC) Secretariat includes an increased emission reduction target from 29% in First NDC and Updated NDC to 31.89% unconditionally and from 41% in the Updated NDC to 43.20% conditionally. The NDC 2022 is the transition towards Indonesia's Second NDC which will be aligned with the Long-Term Low Carbon and Climate Resilience Strategy (LTS-LCCR) 2050 with a vision to achieve net-zero emission by 2060 or sooner. The LEVERAGE project is aligned with the ambitions of the NDC 2022 in the agricultural, forestry and other land use (AFOLU) sector, through improved management of protected areas and broader landscapes, resulting in decreased encroachment into and conversion of forest areas.

Several of the thirteen programmes and projects outlined in the country's **National Action Programme for Combating Land Degradation in Indonesia (NAP 2002)**, in relation to the UN Convention to Combat Desertification (UNCCD), are reflected in the LEVERAGE project strategy, namely Promoting Agroforestry, Prevention of Land Degradation and Empowerment of Local Communities and Local Institutions.

## Stakeholder Engagement and Inclusivity Strategies

Stakeholder engagement under LEVERAGE is tailored to the specific socioeconomic and governance dynamics at the national, sub-national and site levels, ensuring that conservation interventions are not only inclusive but contextually appropriate.

At **Bukit Barisan Selatan, Bukit Tiga Puluh, and Bukit Rimbang Bukit Baling**, the project prioritizes integrating women and youth into habitat protection and restoration teams. These sites face acute human-wildlife conflict pressures and agricultural encroachment, making the empowerment of local communities essential for conflict resolution and deterrence. Participatory patrols, agroforestry cooperatives, and community conservation agreements provide structured pathways for inclusive governance.

In contrast, at **Dolok Surungan and Dolok Sibualbuali**, where trafficking transit routes and crop raiding are the dominant challenges, the project emphasizes digital capacity building and economic resilience. Women and indigenous youth are trained in digital surveillance technologies, such as drones and camera traps, to monitor trafficking routes, while women smallholders engage in participatory conflict mapping and resilient livelihood strategies. Gender-sensitive grievance mechanisms ensure that marginalized voices shape conservation priorities and receive redress where necessary.

This differentiated approach ensures that inclusivity is not an abstract principle but a practical, operational tool adapted to the realities of each landscape. By aligning interventions with the distinct challenges and

capacities of target communities, LEVERAGE maximizes the likelihood of sustained conservation outcomes and equitable benefit-sharing.

## Sustainability, Transformation, and Scalability

**Innovativeness:** The LEVERAGE project stands out for its innovative integration of biodiversity conservation, economic development, and health resilience in Indonesia. Aligning with the GWP focus area of **Innovative Conservation Funding**, the project pioneers Indonesia's first wildlife-focused conservation financing mechanism under Law No. 32/2024. By leveraging fines, penalties, and biodiversity valuations for ecosystem restoration, the project redefines conservation as an investment in both ecological and economic stability. Advanced tools such as AI-driven surveillance, digital forensics, and wildlife trade monitoring systems enhance enforcement effectiveness and disrupt trafficking networks. To ensure continued relevance and scientific effectiveness, the project will also remain adaptive to emerging forensic innovations globally, including the potential application of techniques such as radioactive isotope tagging in rhinoceros horn and other high-value wildlife products, while maintaining alignment with international standards and national regulatory frameworks. These technological innovations, combined with ecosystem valuations linked to legal restitution, set a global standard for incorporating biodiversity into legal and economic frameworks. Furthermore, equitable benefit-sharing models, such as **Payments for Ecosystem Services (PES)**, empower communities to take active roles in conservation, demonstrating how innovative financing mechanisms can align community livelihoods with biodiversity protection.

**Sustainability.** The sustainability of the GEF investment is underpinned by a sustainability strategy; a preliminary version is provided in **Annex 29** to the Project Document. The sustainability strategy, which will be operationalized during the project implementation phase and regularly updated, supports the long-term continuity of core project outcomes, particularly in protected area management, law enforcement, and community-based conservation.

At the **site level**, the project promotes mechanisms such as **retention of fines and penalties, cost-sharing arrangements with local governments, and performance-based budget allocations** to ensure that Protected Area authorities can sustain enhanced enforcement and community incentive programs beyond the GEF funding period. These tools are integrated into METT-aligned site management plans under Component 3, linking governance improvements directly to financial sustainability.

At the **national level**, the project leverages partnerships with **BIOFIN Indonesia** and the Ministry of Finance to institutionalize **biodiversity budget tracking**, align conservation outcomes with **performance-based budgeting**, and advocate for **recurrent budget allocations** for key enforcement and conservation activities.

Importantly, Component 1 supports the **legal and regulatory reforms** necessary to operationalize these mechanisms, including updates to allow for the **repatriation of environmental fines** to support biodiversity programming and protected area operations.

Together, these measures form a **coherent financial ecosystem** that anchors conservation impacts in long-term institutional and budgetary frameworks—ensuring that the results of this investment are financially and operationally sustainable.

**Potential for scaling up:** The project is designed as a scalable model, with frameworks and pilots explicitly tailored for replication both nationally and globally through the **GWP Knowledge Platform**. Pilots in key focus areas—including **wildlife trade supply chain monitoring, community-led ecotourism, and mechanism for conservation financing operationalization**—serve as blueprints for scaling up across Indonesia and other GWP countries. By aligning with global frameworks like the Kunming-Montreal Global Biodiversity Framework, CITES, and the One Health approach, the project positions its outputs as adaptable models for transboundary collaboration. GWP’s emphasis on **knowledge sharing and international cooperation** is reflected in the project’s active engagement with partners such as INTERPOL, ASEAN-WEN, and international donors. These partnerships enable the dissemination of lessons learned, technical tools, and best practices, creating a platform for transformational change that transcends national boundaries and contributes to global biodiversity conservation goals.

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[1] ProDoc Annex 19: Baseline review of policy, legal, and institutional frameworks.

[2] ProDoc Annex 23: SMART assessment report on the impact of patrol activities

[3] ProDoc Annex 25: Baseline report on tracking wildlife crime cases, forensic techniques and surveillance tools.

[4] ProDoc Annex 27: Baseline analysis on understanding the human dimensions in wildlife related crimes

[5] Lubis, M. I., Pusparini, W., Prabowo, S. A., Marthy, W., Tarmizi, N., & Andayani, N. (2020). Unraveling the complexity of human–tiger conflicts in the Leuser Ecosystem, Sumatra. *Animal Conservation*. <https://doi.org/10.1111/acv.12591>

[6] WWF, Deforestation Fronts Factsheet, Sumatra

[7] ProDoc Annex 21: Biodiversity and conservation landscape diagnostics that informed the Theory of Change.

[8] ProDoc Annex 26: Baseline study synthesizes prior GEF-6 CIWT results

[9] International Ranger Federation and Universal Ranger Support Alliance (2023). *Rangers for 30 by 30: a professional workforce to guarantee equitable and effective management of protected and conserved areas (revised version)*. International Ranger Federation and Universal Ranger Support Alliance. <https://www.ursa4rangers.org>

[10] Bento Lab is a portable DNA laboratory, with a PCR machine, a microcentrifuge, gel electrophoresis, transilluminator. <https://bento.bio/>

[11] See ProDoc Appendix 22.

[12] Biosocial mapping of wildlife conflict is a transdisciplinary methods engaging both biologist and social scientist to assess the mutually influencing factors of cultural context, human activities and institution and wildlife behavior that led to conflict.

[13] Regulation of the Coordinating Minister for Human Development and Culture of the Republic of Indonesia Number 7 of 2022 (PERMENKO PMK 7/2022) concerning Guidelines for the Prevention and Control of New Zoonoses and Infectious Diseases.

[14] 'Asta Cita' in the context of the new Indonesian government (2024 – 2029) refers to the 'Eight Goals' or 'Eight Ideals' that guide the development and direction of the nation.

## Institutional Arrangement and Coordination with Ongoing Initiatives and Project.

Please describe the Institutional Arrangements for the execution of this child project, including framework and mechanisms for coordination, governance, financial management and procurement. This should include consideration for linking with other relevant initiatives at country-level (if a country child project) or regional/global level (for coordination platform child project). If possible, please summarize the flow of funds (diagram), accountabilities for project management and financial reporting (organogram), including audit, and staffing plans. (max. 500 words, approximately 1 page)

## **Governance and Management Arrangements**

### **Section 1: General roles and responsibilities in the project's governance mechanism**

**Implementing Partner:** The Implementing Partner for this project is the **Directorate General of Law Enforcement, Ministry of Forestry**.

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

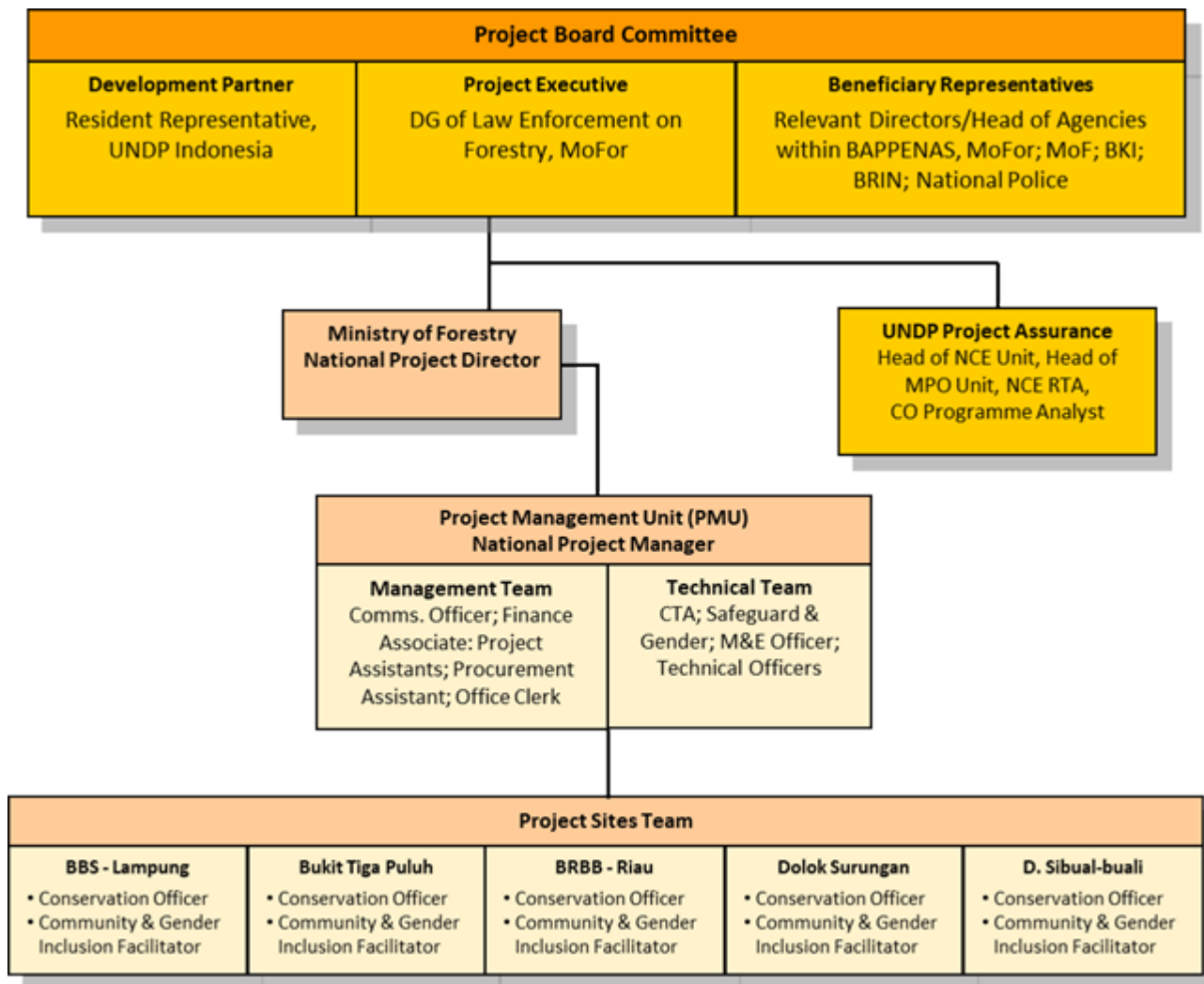
**Responsible Parties:** The project is implemented under National Implementation Modality (NIM) with the Ministry of Forestry serving as the Implementing Partner. The Ministry will assume primary responsibility for project implementation, financial management, procurement, recruitment, and monitoring in accordance with UNDP's NIM guidelines and GEF fiduciary standards. UNDP will provide oversight and project assurance functions, including coordination with the GEF Secretariat, quality assurance, and compliance monitoring through the UNDP Resident Representative or designated official. UNDP may also support the recruitment of specific services such as the Mid-Term Review, Terminal Evaluation, and financial audits, in accordance with UNDP-GEF procedures and the HACT micro-assessment outcomes. These activities will be reflected under M&E and PMC cost categories in the project budget, with no execution of technical activities by UNDP.

Project Technical Advisory Groups: The key project stakeholders are the participating national and subnational ministries, departments and agencies, as well as the management entities of the target protected areas. Civil society organizations, private sector enterprises and academic-research institutes actively involved in wildlife conservation use are also important project stakeholders. Additionally, the GEG-8 GWP Coordination Project is a key stakeholder, providing strategic guidance and linkages to best practices and lessons among the other child projects and enabling partners in the wildlife conservation sector. Target groups are the local communities, including Local Peoples and other socially marginalized groups, residing within and near the target PAs.

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project implementation by the Implementing Partner to ensure compliance with UNDP and GEF policies, procedures, and fiduciary standards as outlined in the Delegation of Authority (DOA) for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project, if necessary.** UNDP is responsible for the Project Assurance function in the project governance structure and participate in the Project Board as a non-voting member.

A firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and charged to the GEF Fee.

## **Section 2: Project governance structure**



*ProDoc Figure 1: Project Organization Structure*

Second line of defense:

- Regional Bureau oversees RR and Country Office Compliance at portfolio level
- BPPS RTA oversees technical quality assurance and GEF compliance. BPPS NCE PTA oversees RTA function.
- UNDP GEF Executive Coordinator and Regional Bureau Deputy Director can revoke DOA/cancel/suspend project or provide enhanced oversight.

The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP’s Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

### **Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the Project Board**

As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

In this case, UNDP's implementation oversight role in the project – as represented in the Project Board and via the project assurance function – is performed by the Resident Representative (or designate). UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by the **Operations Team, who will report to the Operations Manager.**

### **Section 4: Roles and responsibilities of the project organization structure**

#### **a) Project Board:**

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the Project Board are as follows:

- 1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the “Provide Oversight” section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
- 2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the “Manage Change” section of the POPP).

Requirements to serve on the Project Board:

- Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- Meet annually; at least once.

- Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

#### Responsibilities of the Project Board:

- Consensus decision making:
  - The Project Board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The Project Board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Project Board, the UNDP representative on the Project Board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the project manager and project assurance;
  - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
  - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
  - Track and monitor co-financed activities and realization of co-financing amounts of this project.
  - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
  - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Risk Management:
  - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
  - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
  - Address project-level grievances.
- Coordination:

- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

**Composition of the Project Board:** The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is **Direct General of Law Enforcement on Forestry of the Ministry of Forestry** (or his/her designate).
2. **Beneficiary Representatives:** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary representatives are **the relevant directors/heads of agencies within the Ministry of Forestry, Ministry of Finance (Customs), Indonesian Quarantine Agency (BKI), BRIN, and National Police**. The beneficiary representatives will be finalized during project inception and documented in the project inception report.
3. **Development Partners:** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner is the **Resident Representative of the UNDP CO** (or his/her designate) as co-chair the Project Board.

The members of the Project Board will be finalized during project inception and documented in the project inception report.

#### **b) Project Assurance:**

Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their

duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function will be the **Head of the Nature, Climate, Energy (NCE) Unit, Regional Technical Advisor (RTA), Head of the MPO Unit of the UNDP CO, and Programme Analyst of the UNDP CO.**

**c) Project Management – Execution of the project:**

The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative. The primary PMU representative attending board meetings is the Project Manager.

The PMU will establish a compliance framework, including grievance redress mechanisms, ethics oversight, and independent audits to monitor ranger conduct in line with human rights and the IRF Code of Conduct. Regular reporting on compliance will be included in PIRs and presented to the Project Board.

Will the GEF Agency play an execution role on this child project? No

If so, please describe that role here and the justification.

The LEVERAGE project is strategically designed to build upon and complement a range of ongoing national and regional initiatives, enabling synergy, resource optimization, and scaling of successful models.

**UNDP-GEF Catalyzing Optimum Management of Natural Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species (CONSERVE)** (GEF ID 10236), a child project of the GWP (GEF-7), with the objective to strengthen management of multiple use landscapes to enhance biodiversity conservation, generate sustainable land-use and livelihood practices and address illegal wildlife trade. The LEVERAGE project will collaborate with the CONSERVE project on capacity building, sharing lessons and approaches on livelihood initiatives, and awareness and outreach activities.

**UNDP-GBFF ecotourism project (PIMS 9987).** Coinciding with the project preparation phase of the LEVERAGE project, UNDP was developing an ecotourism project under the Kunming-Montreal Global Biodiversity Framework Fund (GBFF). The GBFF project shares geographic and technical priorities in

Sumatra, enhancing integrated approaches to wildlife conservation and sustainable development. The LEVERAGE project will explore opportunities to collaborate on these synergies.

The **International Consortium on Combatting Wildlife Crime (ICCWC)**, a collaborative partnership of the following five inter-governmental organizations: CITES, INTERPOL, UNODC, WBG, and WCO, delivering a range of interventions to strengthen criminal justice systems and build long-term capacity among authorities to address wildlife crime. Building upon interactions with the GEF-6 CIWT project, the LEVERAGE project will collaborate with ICCWC, including through the GEF-8 GWP, on capacity building, reporting and data-sharing, and participating in regional activities and operations.

**USAID End Wildlife Crime (EWC) program**, encompassing the ASEAN region, the program which aims to strengthen regional governance and foster increased collaboration and coordination among regional organizations, governments, the private sector, development partners, and civil society organizations. The LEVERAGE project will explore potential collaboration with the USAID End Wildlife Crime (EWC) program, pending confirmation of its current status and operational priorities in the ASEAN region.

Also, please add a short explanation to describe cooperation with ongoing initiatives and projects, including potential for co-location and/or sharing of expertise/staffing (max. 500 words, approximately 1 page)

## Table On Core Indicators

### Core Indicators

Indicate expected results in each relevant indicator using methodologies indicated in the GEF-8 Results Measurement Framework Guidelines. There is no need to complete this table for climate adaptation projects financed solely through LDCF and SCCF.

#### Indicator 1 Terrestrial protected areas created or under improved management

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
638846	638846.4	0	0

#### Indicator 1.1 Terrestrial Protected Areas Newly created

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0	0	0	0

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
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#### Indicator 1.2 Terrestrial Protected Areas Under improved Management effectiveness

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
638846	638846.4	0	0

Name of the Protected Area	WDP A ID	IUCN Category	Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
Bukit Barisan Selatan National Park	1252	National Park	317,103.00	317,103.60			78.80		
Bukit Rimbang Bukit Baling Wildlife Reserve	8950	Habitat/Species Management Area	148,089.00	148,088.90			56.60		
Bukit Tiga Puluh National Park	124434	National Park	144,854.00	144,853.90			72.70		
Dolok Sibualbuali Nature Reserve	10314	Strict Nature Reserve	5,000.00	5,000.00			64.70		
Dolok Surungan Wildlife Reserve	1923	Habitat/Species Management Area	23,800.00	23,800.00			57.60		

#### Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
<b>Expected metric tons of CO<sub>2</sub>e (direct)</b>	23402883	0	0	0
<b>Expected metric tons of CO<sub>2</sub>e (indirect)</b>	0	2302934	0	0

#### Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
<b>Expected metric tons of CO<sub>2</sub>e (direct)</b>	23,402,883			
<b>Expected metric tons of CO<sub>2</sub>e (indirect)</b>		2,302,934		
<b>Anticipated start year of accounting</b>	2026	2026		
<b>Duration of accounting</b>	20	20		

#### Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
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<b>Expected metric tons of CO<sub>2</sub>e (direct)</b>				
<b>Expected metric tons of CO<sub>2</sub>e (indirect)</b>				
<b>Anticipated start year of accounting</b>				
<b>Duration of accounting</b>				

**Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)**

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
<b>Target Energy Saved (MJ)</b>				

**Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)**

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)

**Indicator 11 People benefiting from GEF-financed investments**

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
<b>Female</b>	1,200	1,200		
<b>Male</b>	2,800	2,800		
<b>Total</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>

Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)

**Core Indicator 1: Terrestrial Protected Areas Under Improved Management**

The project will improve the management effectiveness of five key protected areas totaling 638,846.39 hectares: Bukit Barisan Selatan National Park, Bukit Tiga Puluh National Park, Bukit Rimbang Bukit Baling Wildlife Reserve, Dolok Surungan Wildlife Reserve, and Dolok Sibualbuali Nature Reserve. These areas are already designated as protected but face enforcement and co-management challenges. The project will strengthen enforcement, community engagement, and ecological monitoring in these areas, with effectiveness tracked via the Management Effectiveness Tracking Tool (METT) at baseline, mid-term, and end-of-project. No additional hectares are being newly designated, in line with GEF guidance to report improved management only.

**Core Indicator 6: GHG Emissions Mitigated**

The project is expected to have indirect mitigation of approximately 2,302,934 CO<sub>2</sub> equivalent (CO<sub>2</sub>e) over its lifetime. The LEVERAGE project targets five protected areas in Sumatera that are vulnerable to ongoing pressures including illegal encroachment, unsanctioned land clearing, logging, and fires. Project activities (such as enhanced patrols, spatial surveillance, fire prevention, and co-managed buffer zone agreements) are designed to reduce these threats and are expected to result in avoided deforestation and degradation, particularly in PA peripheries. These drivers are well documented in MoFor's annual forest monitoring reports and studies from Global Forest Watch. While the project's primary focus is biodiversity protection and enforcement, its activities serve to indirectly reduce carbon emissions by deterring illegal forest conversion and improving landscape integrity.

**Core Indicator 11: People Benefiting**

A total of 4,000 individuals are expected to directly benefit from project activities, including at least 1,200 women. Beneficiaries will be reached through training programs, alternative livelihood support (e.g., agroforestry, ecotourism), behavior change campaigns, and participation in project governance structures. The project will use M&E reports, training logs, and stakeholder

engagement records to track and disaggregate beneficiaries by sex. The Gender Action Plan and Stakeholder Engagement Plan will ensure that benefits are equitably distributed and responsive to the needs of socially marginalized groups.

## Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	Moderate	Although the primary focus of the LEVERAGE project is biodiversity conservation and illegal wildlife trade disruption, climate change could indirectly impact project outcomes. Increased frequency and severity of extreme weather events—such as floods, droughts, and fires—may affect enforcement operations, damage critical habitats, or undermine community-based livelihood initiatives. For example, intensified rainfall could disrupt patrol activities or infrastructure supporting market access for conservation-linked enterprises. While these risks are considered moderate in the LEVERAGE context, the project incorporates adaptive management principles and site-specific vulnerability assessments to ensure resilience. Environmental and social safeguard processes described in the project’s ESMP (ProDoc Annex 10) will guide climate risk screening and adaptation measures during implementation.
Environmental and Social	Substantial	The LEVERAGE project works across biodiversity-rich ecosystems and interfaces closely with multiple stakeholder groups, including women, Indigenous Peoples, and marginalized communities. As such, there are inherent environmental and social risks, including potential unintended impacts on access to natural resources, community livelihoods, and local governance structures. These risks are considered moderate and manageable within the project context. The project’s Social and Environmental Screening Procedure (SESP) (ProDoc Annex 5) identifies key risks and mitigation strategies. In addition, the Environmental and Social Management Plan (ESMP) (ProDoc Annex 10) outlines the processes and procedures for screening, assessing, and managing environmental and social risks during project implementation, ensuring that stakeholder rights, environmental integrity, and social inclusion are safeguarded.
Political and Governance	Moderate	Political transitions and changes in government priorities may influence the design and implementation of biodiversity and enforcement initiatives. This risk is considered moderate in the context of Indonesia, where national and subnational leadership changes are a normal part of governance cycles. To mitigate potential impacts, the LEVERAGE project is anchored in Indonesia’s national legal framework for biodiversity conservation (Law No.

		32/2024) and engages a wide range of stakeholders across environmental, enforcement, and health sectors. The Project Steering Committee (PSC), comprising representatives from the Ministry of Environment and Forestry (KLHK), other relevant national agencies, and UNDP, will provide strategic guidance and oversight to ensure institutional continuity and cross-sectoral collaboration throughout implementation.
INNOVATION		
Institutional and Policy	Moderate	There is a risk that cross-sectoral collaboration may not materialize as fully envisioned, due to the traditionally compartmentalized nature of governmental sectors responsible for environment, enforcement, health, and finance in Indonesia. This could impact the achievability of integrated enforcement initiatives, the mainstreaming of One Health surveillance systems, and the operationalization of conservation financing mechanisms. To mitigate this risk, the LEVERAGE project is anchored in existing multi-agency collaborative frameworks, including inter-ministerial task forces for biodiversity and health security, and the governance structures established under Indonesia’s Law No. 32/2024 on Nature Conservation. The multi-stakeholder composition of the Project Steering Committee (PSC), along with strong UNDP facilitation, will promote cross-sectoral coordination and institutionalization of integrated approaches across all project sites and activities.
Technological	Moderate	Local communities, community-based organizations, and even some enforcement agencies may initially lack the technological knowledge and training needed to fully engage with digital surveillance systems, cyber-patrol platforms, and monitoring, evaluation, and learning tools embedded in the LEVERAGE project. These capacity constraints could limit their ability to actively participate in technologically based interventions if not properly addressed. To mitigate this risk, LEVERAGE embeds tailored digital capacity-building programs across all project sites, with a particular emphasis on the inclusion of women, youth, Indigenous Peoples, and marginalized groups. Training in drone monitoring, digital mapping, cyber patrol reporting, and online monitoring, evaluation, and learning tools is an integral part of the project’s institutional strengthening strategy, ensuring that technological interventions are accessible, inclusive, and sustainable.
Financial and Business Model	Moderate	Conventional financial mechanisms and business models often present barriers to entry for local communities, particularly women, Indigenous Peoples, and small-scale entrepreneurs, limiting their ability to access conservation-linked economic opportunities. If not properly addressed, this could affect the scalability and sustainability of community-based livelihood initiatives promoted under the LEVERAGE project. To mitigate this risk, the project supports the development and operationalization of conservation finance instruments enabled under Indonesia’s Law No. 32/2024, including a trust fund mechanism that channels penalties and fines directly into biodiversity protection activities. A key feature is the establishment of transparent financial tracking systems to ensure that enforcement-generated

		revenues are systematically reinvested into conservation priorities, addressing historical issues of accountability and community cynicism. The project's financial mapping activities institutionalize safeguards against misallocation, enhancing stakeholder confidence that conservation outcomes will be rewarded and sustained. In parallel, LEVERAGE promotes microfinance access for marginalized groups and builds partnerships with private sector actors to strengthen biodiversity-friendly supply chains. Together, these measures lower structural financial barriers, democratize conservation benefits, and ensure the financial sustainability of biodiversity protection at scale.
EXECUTION		
Capacity	Substantial	There is a risk that national, provincial, and community-level institutions may have limited capacity to implement some of the more technically specialized interventions proposed under the LEVERAGE project, such as wildlife forensics, cyber-patrol operations, conservation financing management, and One Health surveillance. Recognizing this risk, UNDP, as the GEF Agency, will provide execution support services to ensure timely delivery of technical assistance, training, and capacity development. Capacity building is fully integrated into the project's design, with targeted training programs embedded across Components 1–4 to strengthen enforcement, governance, livelihood, and health sector competencies. Project monitoring and evaluation processes will track capacity development milestones throughout implementation to ensure that institutional strengthening objectives are achieved and sustained.
Fiduciary	Moderate	Fiduciary risks associated with financial management, procurement, and administrative systems have been identified, particularly at subnational levels. Although the Ministry of Forestry will serve as the Executing Agency, fiduciary risk remains moderate due to varying levels of financial management capacity across implementation partners. To mitigate this risk, UNDP will provide execution support services, including financial management, procurement, human resources, and travel administration services, ensuring compliance with UNDP and GEF fiduciary standards. Robust financial oversight and audit mechanisms are embedded into project management structures to safeguard project resources throughout implementation.
Stakeholder	Moderate	The integrated approaches promoted under the LEVERAGE project, involving multiple stakeholders and sectors, may not fully succeed in engaging all relevant actors, including national and subnational government units, the private sector, civil society, Indigenous Peoples, women's groups, and other socially marginalized communities. Failure to secure broad and inclusive participation could undermine project ownership, sustainability, and impact. To mitigate this risk, the project will implement an inclusive stakeholder engagement strategy guided by the Stakeholder Engagement Plan (ProDoc Annex 9), the Gender Action Plan (ProDoc Annex 11), and community engagement frameworks incorporated within the Environmental

		and Social Management Plan (ESMP) (ProDoc Annex 10). These plans outline participatory mechanisms, grievance redress procedures, and culturally appropriate consultation methodologies to ensure that all voices are heard and incorporated into project planning, implementation, and monitoring processes.
Other	Moderate	The illegal wildlife trade significantly increases the risk of zoonotic spillover events, posing threats not only to biodiversity conservation but also to human health and national security. While the LEVERAGE project explicitly integrates One Health surveillance and cross-sectoral coordination to address these risks, the inherent unpredictability of pathogen emergence remains a moderate residual risk. Large-scale spillover events could disrupt community activities, enforcement operations, or regional cooperation efforts. To mitigate this risk, the project embeds disease surveillance within wildlife trade interdiction operations, strengthens coordination between environmental, health, and enforcement sectors, and promotes public awareness about zoonotic transmission risks. These measures aim to minimize the likelihood and impact of spillover events on project implementation and sustainability.
Overall Risk Rating	Substantial	The overall risk rating for the LEVERAGE project is assessed as Substantial. Robust safeguards instruments have been prepared to mitigate the assessed substantial social and environmental risks. The project operates in complex socio-political and ecological contexts and embraces innovative integrated approaches, but these risks are mitigated through a robust project design that includes legal anchoring, multi-sectoral collaboration frameworks, capacity-building interventions, and conservation financing mechanisms. The project will exercise due diligence regarding risk management during implementation. UNDP, as the Implementing Agency, will oversee the consistent application of risk assessment and mitigation measures, ensuring that risks are systematically monitored, managed, and adapted throughout the project cycle.

## C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Explain how the proposed interventions are aligned with GEF- 8 programming strategies, including the specific integrated program priorities, and country and regional priorities, Describe how these country strategies and plans relate to the multilateral environmental agreements, such as through NDCs, NBSAPs, etc.

For projects aiming to generate biodiversity benefits (regardless of what the source of the resources is - i.e., BD, CC or LD), please identify which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how.

(max. 500 words, approximately 1 page)

Utilizing the full flexibility of GEF-8 programming, this project strategically employs STAR allocation from the Climate Change and Land Degradation focal areas to program for the Biodiversity Focal area priorities for Indonesia

The project strategy is closely aligned with the program-level theory of change of the GWP, which emphasizes the integration of biodiversity conservation and sustainable development to achieve transformational change. Specifically, the project supports the WCD IP's goals of addressing drivers of biodiversity loss through governance reforms, capacity building, and community-based conservation initiatives. By targeting wildlife crime, enhancing ecosystem resilience, and promoting sustainable livelihoods, the project contributes directly to the GWP's objectives of safeguarding globally significant biodiversity while supporting equitable development outcomes.

**Biodiversity (BD).** The proposed project directly aligns with the GEF-8 Biodiversity (BD) focal area by addressing illegal wildlife trade (IWT), a key driver of biodiversity loss in Indonesia. Through interventions targeting habitat protection, wildlife supply chain regulation, and enforcement of anti-trafficking laws, the project contributes to the conservation of globally significant ecosystems and the stabilization of endangered wildlife populations. By promoting sustainable coexistence between people and wildlife in critical landscapes, the project enhances ecological integrity while safeguarding biodiversity hotspots. These efforts also align with GEF-8 priorities to combat unsustainable use and trade, leveraging cross-sectoral partnerships and community-driven conservation to achieve long-term ecological and societal benefits.

**Climate Change (CC).** The project indirectly contributes to generating mitigation benefits. Given that mitigation outcomes are not the primary objective, this corresponds to a Rio Marker of 1 for mitigation. The project will also generate adaptation co-benefits by addressing climate-sensitive zoonotic risks, integrating public health considerations into ecosystem management, and promoting adaptive livelihoods such as agroforestry and climate-resilient agriculture. These measures enhance community resilience to climate variability and support sustainable development. As adaptation outcomes support but do not drive the project's main focus, this justifies a Rio Marker of 0 for adaptation.

At the national level, the project supports Indonesia's **National Medium-Term Development Plan 2020–2024**, which prioritizes conservation efforts in biodiversity-rich landscapes such as Sumatra. It also aligns with the forthcoming **Indonesia Biodiversity Strategy and Action Plan (IBSAP) 2025–2045**, which integrates commitments under the Convention on Biological Diversity (CBD) and emphasizes ecosystem-based conservation, species protection, and inclusive governance involving Indigenous Peoples, women, and youth. The LEVERAGE project supports Indonesia's **Nationally Determined Contributions (NDCs 2022)** under the UNFCCC by promoting forest conservation, addressing land-use drivers of biodiversity loss, and enhancing climate resilience in vulnerable ecosystems. In addition, the project contributes to the goals of Indonesia's **National Action Program to Combat Land Degradation (NAP 2002)** under the UNCCD by strengthening community-based land stewardship in key landscapes.

At the global level, the project is closely aligned with the **Kunming-Montreal Global Biodiversity Framework (GBF)**, contributing to multiple targets critical for reversing biodiversity loss. Specifically, LEVERAGE advances:

- **Target 3** (effective management of protected areas),
- **Target 4** (protection of species and genetic diversity),

- **Target 7** (ecosystem resilience for climate mitigation and adaptation),
- **Target 8** (biodiversity-related socioeconomic benefits),
- **Target 13** (innovation and knowledge sharing),
- **Target 15** (strengthening knowledge systems and capacity),
- and **Target 17** (inclusive participation of Indigenous Peoples, women, youth, and marginalized groups).

The project contributes to the fulfillment of Indonesia's obligations under the **CBD**, the **UNFCCC**, and the **UNCCD**, through integrated conservation and development actions that strengthen national policy frameworks while promoting cross-sectoral coordination across environmental, health, and enforcement agencies.

No conflicting national policies that would undermine the intended outcomes of the project have been identified. Instead, LEVERAGE is designed to **operationalize and reinforce recent national reforms**, particularly **Law No. 32/2024 on Nature Conservation**, which strengthens the legal framework for biodiversity protection and environmental financing mechanisms. The project's activities complement and advance existing policy frameworks, providing technical, financial, and institutional support to implement Indonesia's biodiversity, climate, and land degradation commitments in a coherent and mutually reinforcing manner.

Through its integrated design and strategic alignment, the LEVERAGE project will not only generate measurable global environmental benefits but also build lasting capacity within Indonesia to sustain biodiversity conservation outcomes over the long term.

#### **D. POLICY REQUIREMENTS**

Gender Equality and Women's Empowerment:

**We confirm that gender dimensions relevant to the project have been addressed during Project Preparation as per GEF Policy and are clearly articulated in the child Project Description (Section B).**

Yes

**1) Does the project expect to include any gender-responsive-measures to address gender gaps or promote gender equality and women's empowerment?**

Yes

If the child project expects to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment, please indicate in which results area(s) the project is expected to contribute to gender equality:

**Closing gender gaps in access to and control over natural resources;**

Yes

**Improving women's participation and decision-making; and/or**

Yes

**Generating socio-economic benefits or services for women.**

Yes

**2) Does the child project's results framework or logical framework include gender-sensitive indicators?**

Yes

### Stakeholder Engagement

We confirm that key stakeholders were consulted during Project Preparation as required per GEF policy, their relevant roles to project outcomes has been clearly articulated in the Child Project Description (Section B) and that a Stakeholder Engagement Plan has been developed before CEO endorsement.

Yes

**Select what role civil society will play in the Project:**

Consulted only; Yes

Member of Advisory Body; Contractor;

Co-financier;

Member of project steering committee or equivalent decision-making body ; Yes

Executor or co-executor;

Other (Please explain) Yes

### Private Sector

Will there be private sector engagement in the Child project?

Yes

And if so, has its role been described and justified in section B "Child project description"?

Yes

### Environmental and Social Safeguards

We confirm that we have provided information regarding Environmental and Social risks associated with the proposed child project or program, including risk screenings/ assessments and, if applicable, management plans or other measures to address identified risks and impacts (this information should be presented in Annex E).

Yes

Please provide overall Project/Program Risk Classification

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
	High or Substantial		

## E. OTHER REQUIREMENTS

### Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described during Project Preparation in the Project Description and that these activities have been budgeted and an anticipated timeline for delivery of relevant outputs has been provided. This includes budget for linking with and participation in knowledge exchange activities organized through the coordination platform.

Yes

### Socio-economic Benefits

We confirm that the child project design has considered socio-economic benefits to be delivered by the project and these have been clearly described in the Project Description and will be monitored and reported on during project implementation (at MTR and TER).

Yes.

The LEVERAGE project delivers transformative socioeconomic benefits by reducing communities' reliance on IWT and fostering sustainable, inclusive economic opportunities. Key benefits include:

- **Improved Livelihoods:** By promoting alternative income-generating activities such as agroforestry, ecotourism, and small-scale enterprises, the project creates accessible pathways to better economic opportunities for communities traditionally reliant on unsustainable practices. These initiatives not only enhance household income stability but also build long-term economic resilience by aligning livelihoods with biodiversity conservation. Through empowering communities to see themselves as stewards of natural resources, the project fosters a shared commitment to conservation that ensures both ecological and socioeconomic benefits for generations to come.
- **Economic Diversification:** Sustainable use of natural resources promotes inclusive economic development, reducing economic vulnerability in communities reliant on IWT while aligning economic activities with conservation goals.
- **Gender Inclusion:** The project ensures equitable access to resources and training for women, promoting gender inclusion in conservation-related livelihoods and decision-making processes. This focus strengthens community cohesion and broadens the base of conservation stewardship.
- **Public Health and Safety:** By reducing human-wildlife interactions and addressing zoonotic disease risks, the project contributes to safer and healthier living conditions for communities at the wildlife-agriculture interface.
- **Empowerment Through Education:** Capacity-building programs, youth involvement, and knowledge-sharing initiatives equip communities with the skills needed to engage in sustainable practices and become active stakeholders in biodiversity conservation.

Looking ahead, the project aims to ensure long-term socioeconomic stability in communities impacted by IWT. By building capacity and empowering local stakeholders, the LEVERAGE project aligns with GEF-8 GWP priorities to create resilient, conservation-oriented economies. Over the next decade, the anticipated impacts include a sustained reduction in poaching, increased equitable access to conservation benefits, and a broader shift toward community-driven biodiversity protection.

## ANNEX A: FINANCING TABLES

### GEF Financing Table

#### Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non- Grant	GEF Project Grant(\$)	Agency Fee(\$)	Total GEF Financing (\$)
UNDP	GET	Indonesia	Biodiversity	BD STAR Allocation: IPs	Grant	9,018,062.00	811,626.00	9,829,688.00
UNDP	GET	Indonesia	Biodiversity	BD IP Matching Incentives	Grant	3,006,020.00	270,542.00	3,276,562.00
UNDP	GET	Indonesia	Climate Change	CC STAR Allocation: IPs	Grant	1,803,612.00	162,325.00	1,965,937.00
UNDP	GET	Indonesia	Climate Change	CC IP Matching Incentives	Grant	601,204.00	54,108.00	655,312.00
<b>Total GEF Resources (\$)</b>						<b>14,428,898.00</b>	<b>1,298,601.00</b>	<b>15,727,499.00</b>

### Project Preparation Grant (PPG)

Was a Project Preparation Grant requested? true

PPG Amount (\$) 250000

PPG Agency Fee (\$) 22499

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	PPG(\$)	Agency Fee(\$)	Total PPG Funding(\$)
UNDP	GET	Indonesia	Biodiversity	BD STAR Allocation: IPs	156,250.00	14,062.00	170,312.00
UNDP	GET	Indonesia	Biodiversity	BD IP Matching Incentives	52,083.00	4,687.00	56,770.00

UNDP	GET	Indonesia	Climate Change	CC STAR Allocation: IPs	31,250.00	2,813.00	34,063.00
UNDP	GET	Indonesia	Climate Change	CC IP Matching Incentives	10,417.00	937.00	11,354.00
<b>Total PPG Amount (\$)</b>					<b>250,000.00</b>	<b>22,499.00</b>	<b>272,499.00</b>

Please provide Justification

### Sources of Funds for Country Star Allocation

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Sources of Funds	Total(\$)
UNDP	GET	Indonesia	Biodiversity	BD STAR Allocation	10,000,000.00
UNDP	GET	Indonesia	Climate Change	CC STAR Allocation	2,000,000.00
<b>Total GEF Resources</b>					<b>12,000,000.00</b>

### Focal Area Elements

Programming Directions	Trust Fund	GEF Project Financing(\$)	Co-financing(\$)
Wildlife IP	GET	14,428,898.00	56855400
<b>Total Project Cost</b>		<b>14,428,898.00</b>	<b>56,855,400.00</b>

### Confirmed Co-financing for the project, by name and type

Please include evidence for each co-financing source for this project in the tab of the portal

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Recipient Country Government	Ministry of Forestry (Directorate General of Law Enforcement on Forestry)	Public Investment	Investment mobilized	28360000
Recipient Country Government	Ministry of Forestry (Directorate General of Law Enforcement on Forestry)	In-kind	Recurrent expenditures	26600000
Recipient Country Government	Ministry of Finance (Directorate General of Customs and Excise)	Public Investment	Investment mobilized	792000

Recipient Government	Country	Indonesia Quarantine Agency (Deputy for Animal Quarantine)	Public Investment	Investment mobilized	103400
GEF Agency		UNDP	Grant	Investment mobilized	1000000
<b>Total Co-financing</b>					<b>56,855,400.00</b>

Please describe the investment mobilized portion of the co-financing

Investment mobilized, in the form of public investment, is committed from three of the main government partners, namely the Ministry of Forestry (Directorate General of Law Enforcement on Forestry), Ministry of Finance (Directorate General of Customs and Excise), and the Indonesian Quarantine Agency (Deputy for Animal Quarantine). The public investments from these partners correspond to law enforcement efforts against illegal wildlife trade and activities that support wildlife protection and conservation.

The grant (investment mobilized) contributions committed by UNDP are related to complementary initiatives involving protecting biodiversity in critical ecosystems, nurturing positive behavioral change for nature conservation, youth inclusion and innovation in conservation, and community engagement and sustainable livelihoods.

## ANNEX B: ENDORSEMENT

### GEF Agency(ies) Certification

GEF Agency Coordinator	Date	Project Contact Person	Telephone	Email
GEF Agency Coordinator	5/9/2025	Nancy Bennet		nancy.bennet@undp.org
Project Coordinator	5/9/2025	Kaavya Varma		kaavya.varma@undp.org

Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):

Please attach the Operational Focal Point endorsement letter(s) with this template.

Name of GEF OFP	Position	Ministry	Date (MM/DD/YYYY)
Laksmi Dhewanthi	GEF OFP, Director General of Climate Change	Ministry of Environment and Forestry	4/3/2023

## ANNEX C: PROJECT RESULTS FRAMEWORK

Please indicate the page number in the Project Document where the project results and M&E frameworks can be found. Please also paste below the Project Results Framework from the Agency document. For the Integrated Programs' global/regional coordination child project, please include the program-wide results framework, inclusive of results specific to the coordination child project. For any country child project, please ensure that relevant program level indicators are included.

Project Document: page 70-77

<b>Contribution to the Sustainable Development Goal (s):</b> SDG 1, SDG 5, SDG 12, SDG 13, SDG 15, SDG 17
<b>Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:</b> UNDP ID CPD 2021-2025 Outputs 3.2 and 3.4
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> UNDP Strategic Plan 2022-2025: Result 4.1 (Indicators 4.1.1, 4.1.2), Result 4.2 (Indicator 4.2.1)
<b>Project title and Quantum Project Number:</b> Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE) (PIMS 9613)

Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
<b>Project Objective:</b>	<i>To strengthen collaborative and integrated law enforcement with multi-level stakeholder engagement for protecting biodiversity loss by incorporating positive behavioral change toward wildlife conservation and human health both men and women</i>					
<p><b>Mandatory Indicator 1 (GEF-8 CI 1):</b> Terrestrial protected areas created or under improved management (hectare)</p> <p>Indicator 1.2: Terrestrial protected areas under improved management effectiveness (ha)</p> <p><i>Aligned with IRRF Indicator 4.1.2</i></p> <p><i>Aligned with GBF Target 3</i></p>	MPA management plans; GEF Management effectiveness tracking tool (METT)	<p><b>638,846.39 ha</b></p> <p>Baseline GEF <a href="#">METT</a> [1]<sup>51</sup>:</p> <ul style="list-style-type: none"> <li>•Bukit Barisan Selatan NP (317,103.61 ha): 78%</li> <li>•Bukit Tiga Puluh NP (144,853.89 ha): 72%</li> <li>•Bukit Rimbang Bukit Baling WR (148,088.89 ha): 56%</li> <li>•Dolok Surungan WR (23,800 ha): 57%</li> <li>•Dolok Sibualbuali NR (5,000 ha): 64%</li> </ul>	<p><b>638,846.39 ha</b></p> <p>Midterm GEF <a href="#">METT</a></p> <ul style="list-style-type: none"> <li>• Bukit Barisan Selatan NP: 79%</li> <li>• Bukit Tiga Puluh NP: 72%</li> <li>• Bukit Rimbang Bukit Baling WR: 58%</li> <li>• Dolok Surungan WR: 58%</li> <li>• Dolok Sibualbuali NR: 65%</li> </ul>	<p><b>638,846.39 ha</b></p> <p>EoP GEF <a href="#">METT</a>:</p> <ul style="list-style-type: none"> <li>• Bukit Barisan Selatan NP: 81%</li> <li>• Bukit Tiga Puluh NP: 73%</li> <li>• Bukit Rimbang Bukit Baling WR: 59%</li> <li>• Dolok Surungan WR: 59%</li> <li>• Dolok Sibualbuali NR: 66%</li> </ul>	Midterm and end of project METT assessments by using GEF METT, and informed by the national METT assessment	<p><b>Risks:</b> PA management entities and local communities not committed to improving management effectiveness; possible economic displacement.</p> <p><b>Assumptions:</b> PA management entities and local communities are committed to improving management effectiveness.</p>
<p><b>Mandatory Indicator 2 (GEF-8 CI 6):</b> Greenhouse gas emissions mitigated (metric ton of CO<sub>2</sub>e).</p> <p><i>Aligned with GBF Target 8</i></p>	Land cover assessments; fire incident records; records on increased areas established for wildlife foraging; GHG emission reduction estimates.	Zero CO <sub>2</sub> e mitigated, as no project-specific interventions are yet in place.	Estimated end target of 2,302,934 CO <sub>2</sub> e (indirect over 20 yrs) assessed through updated consideration of assumptions	2,302,934 CO <sub>2</sub> e (indirect)	Review of land cover assessments; fire incident records; records on increased areas established for wildlife foraging. Updated estimates of GHG emission reductions.	<p><b>Risks:</b> Improved management outcomes may not be met, e.g., management practices may revert to the business-as-usual scenario.</p> <p><b>Assumptions:</b> Improved management outcomes fulfilled and maintained post project.</p>
<p><b>Mandatory Indicator 3 (GEF-8 CI 11):</b> People benefiting from GEF-financed investments</p>	Monitoring and evaluation (M&E) reports, training attendance records, project beneficiary surveys, and stakeholder engagement documentation.	Zero at the project's start, no individuals have yet benefited from the specific GEF-financed investments	1,500, of whom 450 are women	4,000, of whom 1,200 are women	Review of information in M&E reports, training records, etc.	<p><b>Risks:</b> Project beneficiaries reluctant to participate in project sponsored activities; women not actively engaged in project activities due to</p>

	disaggregated by sex (count)							cultural or traditional norms.
	<i>Aligned with IRRF Indicators 4.1.1, 4.2.1</i>							<u>Assumptions:</u> Project beneficiaries, including women, will actively engage in project activities, as benefits are clearly communicated to them.
	<i>Aligned with GBF Targets 1, 22, 23</i>							
<b>Component 1</b>	<b>Enabling Law Enforcement Systems</b>							
<b>Outcome 1:</b> Enhanced policy, regulatory framework and the Governance for integrated wildlife-related law enforcement	<b>Indicator 4.</b> New and/or improved strategies, policies, or regulations to reduce illegal, unsustainable or high-risk wildlife trade. <b>Aligned with GEF-8 GWP Indicator 2.1.1 (recommended).</b>	Regulatory instruments related to Law 32/2024; Government Regulation 8/1999; Presidential Instruction 1/2003; Minister Decree 13/2020; Government Decree 13/1993; Supreme Court Decree No. 36/KMA/SK/II/2011; Law 12/1951; Ministerial Instruction No.1/2022)	Key conservation regulations unimplemented; sanctions inadequate; DG roadmap misaligned.	Finalize three (3) national strategies, policies, and/or regulations on wildlife crime, ecotourism, and/or conservation.	Five (5) national strategies, policies, and/or regulations on wildlife crime, ecotourism, and/or conservation operationalized	Records of approvals, regulations, budgets, progress reports, and enforcement metrics. Assessments of ANTI-SLAPP and localized frameworks.	<b>Risks:</b> Regulatory approvals may exceed project duration.  Stakeholder resistance (e.g., AMAN objections).  Political shifts or competing priorities.  Budgetary constraints delaying enforcement.  <u>Assumptions:</u> Government commitment to reforms.  Advocacy builds cross-sectoral support.  Sustainability strategy ensures post-project efforts.  Adequate enforcement resources allocated.	
	<b>Indicator 5.</b> Wildlife conservation financing mechanism introduced or supported, leveraging provisions in Law No. 32 of 2024, as measured by	Records of consultations, pilot outcomes, and fund governance. Reports on implementation, disbursements, and use of fines as funding.	Law 32/2024 allows trust funds, but no mechanisms, pilots, or funding exist. Governance and disbursement guidance is unclear.	Financial system mapping updated, recommended financial pathways identified and validated by key stakeholders;	A national policy/regulation is operationalized to allocate fines and penalties towards ecosystem restoration and wildlife conservation	Review documents related to conservation financing mechanism, stakeholder agreements, and financial statements.	<b>Risks:</b> Delays and resistance to new financing models.  Integration challenges with existing frameworks.  <u>Assumptions:</u> Law 32/2024 and the	

	operationalizing policy/regulation to allocate fines and penalties towards ecosystem restoration and wildlife conservation.  <b>Aligned with GEF-8 GWP Indicator 3.2.2 (recommended).</b>			nation pilot initiated for financing conservation model; lessons shared through GWP and refine based on feedback.			Indonesian Environmental Fund provide a strong legal foundation. Accounting of fines and penalties are traceable as part of the trust fund or other financing mechanism payouts.
	<b>Indicator 6.</b> Increased deterrent effect and reduced risk of state loss related to wildlife trafficking, as measured by (a) number of species-specific ecological valuations are approved and enacted through regulation, and (b) number of wildlife cases utilizing ecological valuation in its proceedings	Reports on ecological valuations and regulations. M&E reports on case integration. Court records on ecological damage and reparations.	Preliminary valuations for orangutans and other species exist but are not operationalized or widely accepted. No mechanisms link valuations to penalties or conservation funding.	(a) Integrate ecological valuations for five species into legal frameworks. (b) Pilot valuations in one wildlife trafficking case	(a) Enact ecological valuations through national regulations. (b) Use valuations in three wildlife trafficking cases	Review ecological valuation reports, regulations, and M&E reports on their application in cases. Analyze judicial records and reparations linked to valuations.	<b>Risks:</b> Limited application of ecological valuation in criminal proceedings.  Regulatory enactment delayed.  Non-standard methods lead to unconvincing results.  <b>Assumptions:</b> Law 32/2024 supports using ecological valuation to prosecute corporate offenders.
<b>Outputs to achieve Outcome 1</b>	<b>Output 1.1.</b> Policy reform, regulatory reform, and/or institutional reform to strengthen law enforcement systems. <b>Output 1.2.</b> Transformative national strategy and action plan for effective combating wildlife crime <b>Output 1.3.</b> Strengthening utilization of ecosystem valuation in wildlife conservation. <b>Output 1.4.</b> National wildlife conservation financing mechanism with policy-testing frameworks.						
<b>Component 2</b>	<b>Effective Collaboration among various stakeholders for wildlife protection</b>						
<b>Outcome 2:</b> Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity	<b>Indicator 7.</b> Level of law enforcement and/or criminal justice capacity to combat wildlife crime, as indicated by (a) Number of documented cases leading to sentences and/or fines under the Anti-Money Laundering Act (TPPU); (b) Creation and operationalization of a collaborative IWT case database system with Customs, Immigration, and Quarantine (CIQ); (c) Number of cross-sectoral case reviews ( <i>gelar</i>	DG Gakkum, Supreme Court, NGO, KSDAE, Customs-Quarantine databases, and PPS lists.	(a) No TPPU wildlife cases documented. (b) No collaborative IWT database exists. (c) No cross-sectoral case reviews conducted. (d) UPT leader training data unavailable; baseline to be set during inception.	(a) Three TPPU cases (b) Finalize a collaborative IWT database design. (c) Conduct 10 cross-sectoral case reviews ( <i>gelar perkara</i> ). (d) Train 25 UPT leaders ensuring equal participation of women leaders	(a) Six TPPU cases leading to sentences or fines. (b) Fully operationalize a collaborative IWT database system. (c) 20 cross-sectoral case reviews. (d) Train 50 UPT leaders ensuring equal participation of women leaders	Review DG Gakkum, Supreme Court, NGO, KSDAE, and Customs-Quarantine databases; analyze PPS lists.	<b>Risks:</b> TPPU may not effectively dismantle trafficking.  UPT leaders may resist new techniques.  <b>Assumptions:</b> TPPU is effective.  UPT leaders are receptive to new techniques.

	<p>perkara) conducted with Customs, Quarantine, and police; (d) Number of UPT leaders (BKSDA, National Parks) trained on wildlife management and habitat protection (sex disaggregated).</p> <p><b>Aligned with GEF-8 GWP Indicator 2.2.1 (required).</b></p>						
	<p><b>Indicator 8.</b> Strengthened enforcement, coordination, and collaboration at national and international levels, as indicated by (a) Number of national-level joint cooperation agreements to reduce wildlife smuggling at key exit points; (b) Number of transnational joint operations conducted with international partners (e.g., Interpol, Pangolin Task Force); (c) Number of cross-sectoral operations conducted at borders, involving customs, quarantine, and law enforcement agencies.</p> <p><b>Aligned with GEF-8 GWP Indicator 2.3.1 (recommended).</b></p>	Records from DG Gakkum, Customs, Quarantine, Police, Supreme Court, and NGO databases. Reports from international partners (e.g., Interpol, Pangolin Task Force).	(a) No national-level joint cooperation agreements exist for wildlife smuggling at key exit points. (b) No transnational joint operations recorded with international partners. (c) No joint cross-sectoral operations conducted at border checkpoints.	(a) Establish three national-level joint cooperation agreements. (b) Conduct three joint operations (c) Conduct 10 joint cross-sectoral operations	(a) six national-level joint cooperation agreements (b) Conduct six joint operations (c) Conduct 20 joint cross-sectoral operations	Review records from DG Gakkum, Customs, Quarantine, Police, Supreme Court, and NGO databases. Analyze international partner reports and cross-sectoral outcomes.	<p><b>Risks:</b> Reluctance to collaborate among law enforcement and transnational partners.</p> <p>Language barriers limiting cooperation.</p> <p><b>Assumptions:</b> Law enforcement agencies remain committed.</p> <p>Transnational cooperation strengthens during the project.</p>
<b>Outputs to achieve Outcome 2</b>	<p><b>Output 2.1.</b> Site level inter-sectoral collaboration mechanisms for combatting wildlife crime operationalized.</p> <p><b>Output 2.2.</b> Detection and evidence gathering online system among law enforcement agencies developed.</p> <p><b>Output 2.3.</b> Law enforcement training facilities designed and equipped for both men and women.</p> <p><b>Output 2.4.</b> Transnational legal agreements, including Mutual Legal Assistance agreements to disrupt poaching and trafficking network</p> <p><b>Output 2.5.</b> Addressing Wildlife Laundering Through Breeder Oversight and Compliance Mechanisms</p>						
<b>Component 3</b>	<b>Wildlife Habitat Protection, Prevention of Biodiversity Loss, and Zoonotic Risk Control</b>						
<b>Outcome 3.1:</b> Effectively managed and protected critical	<p><b>Indicator 9.</b> Extent of poaching or other illegal killing of wildlife and anti-poaching measures or</p>	M&E reports on patrols, co-management models, and sex-disaggregated data. PortMATE reports, supply	(a) Patrols and sex-disaggregated participation not tracked; baseline to be determined.	(a) 25% increase in patrols, with increased female participation in the patrols.	(a) 50% increase in patrols, with increased female participation in the patrols.	Review M&E reports, patrol records, supply chain monitoring reports, regulations,	<p><b>Risks:</b> Communities or partners not committed to patrols, co-management, or</p>

wildlife habitats	<p>capabilities in place at project sites, as indicated by:</p> <p>(a) Increased number of patrols and crime prevention activities conducted by forest officers and community-based rangers, through procedures and mechanism that promotes women's participation (sex disaggregated).</p> <p>(b) Number of new co-management models implemented as best practices in wildlife and nature reserves.</p> <p>(c) Development and operationalization of a wildlife trade supply chain monitoring system, tracking activities from hunters to intermediaries to exporters.</p> <p>(d) Number of joint monitoring initiatives conducted in wildlife markets involving DG of Natural Resources and Ecosystem Conservation (KSDAE), DG of Law Enforcement on Forestry, and Quarantine.</p> <p>(e) Establishment and operationalization of task forces at airports and seaports, involving Customs, Quarantine, the Ministry of Forestry (MoFor), police, and port authorities.</p> <p>(f) Number of site-level regulations addressing the management of protected wildlife populations, including those</p>	<p>chain monitoring reports, joint monitoring protocols, and task force operational records.</p>	<p>(b) No co-management models implemented in reserves.</p> <p>(c) No wildlife trade supply chain monitoring system exists.</p> <p>(d) No joint monitoring initiatives operationalized in wildlife markets.</p> <p>(e) No task forces established at air and sea ports.</p>	<p>(b) Prepare Bukit Rimbang Bukit Baling and Dolok Sibual-Buali reserves as co-management models.</p> <p>(c) Design and pilot a wildlife trade supply chain monitoring system.</p> <p>(d) Trial joint monitoring in two wildlife markets e.</p> <p>(e) Establish two task forces</p>	<p>(b) Formally designate Bukit Rimbang Bukit Baling and Dolok Sibual-Buali reserves as co-management models.</p> <p>(c) Fully operationalize the wildlife trade supply chain monitoring system(d) Operationalize joint monitoring in five wildlife markets(e) Establish five task forces</p>	<p>joint monitoring protocols, and task force agreements.</p>	<p>monitoring efforts.</p> <p>Inaccessible data for supply chain monitoring.</p> <p><u>Assumptions:</u> Communities and partners committed; data accessible for effective monitoring.</p>
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<p>that are overpopulated.</p> <p><b>Aligned with GEF-8 GWP Indicator 1.3.1 (indicator).</b></p>						
<p><b>Indicator 10.</b> Shift in community knowledge, attitudes, and practices towards wildlife and habitat conservation and/or willingness to coexist with wildlife, including reduced tolerance for illegal wildlife trade and decreased intent to purchase/use illegal wildlife products, as indicated by findings of Knowledge, Attitudes, and Practices (KAP) surveys conducted of local community members in the intervention villages (sex disaggregated).</p> <p><b>Aligned with GEF-8 GWP Indicator 1.4.2 (recommended).</b></p>	<p>KAP survey findings with sex-disaggregated data. External evidence from community leaders, NGOs, and enforcement officers. Observations from workshops and FGDs.</p>	<p>KAP surveys to establish baseline data on attitudes, knowledge, and practices, with sex-disaggregated analysis.</p>	<p>Communication strategy developed based on the KAP Survey</p>	<p>Demonstrate statistically significant findings in community attitudes, knowledge, and practices.</p>	<p>Review KAP surveys, external evidence, and workshop/FGD observations to validate and contextualize trends.</p>	<p><b>Risks:</b> Project timeframe may be insufficient to capture shifts in behavior.</p> <p><b>Assumptions:</b> Engagement with local communities will help facilitate shifts in behavior within the timeframe of the project.</p>
<p><b>Indicator 11.</b> New and/or improved strategies, policies, or regulations that enable better management of human-wildlife conflict, as indicated by (a) increased number of community-led, independent conflict mitigation task forces established and operationalized; (b) number of wildlife release areas designed and implemented; (c) Updated Standard Operating Procedure (SOP) for handling</p>	<p>Signed MoUs and M&amp;E reports on task forces. Wildlife release area designs and monitoring records. Human-wildlife conflict reports.</p>	<p>(a) One task force operational in Bukit Barisan Selatan NP. (b) No wildlife release strategies or areas implemented. (c) SOP for human-wildlife conflict lacks multi-stakeholder collaboration.</p>	<p>(a) Develop and operationalize two additional task forces. (b) Design and implement one wildlife release strategy. (c) Update/submit the SOP for human-wildlife conflict management.</p>	<p>(a) Four additional task forces (b) Two wildlife release strategies (c) Approve and implement updated SOP reflecting multi-stakeholder collaboration.</p>	<p>Review MoUs, M&amp;E reports, wildlife release designs, and human-wildlife conflict reports.</p>	<p><b>Risks:</b> Communities may not sustain task forces.</p> <p>Wildlife release locations may not be approved.</p> <p><b>Assumptions:</b> Communities committed to task forces.</p> <p>Proposed release areas approved.</p>

	<p>multi-stakeholder mitigation of</p> <p>human-wildlife conflicts.</p> <p><b>Aligned with GEF-8 GWP Indicator 1.6.1 (recommended).</b></p>						
	<p><b>Indicator 12.</b> Engaged local communities in wildlife and habitat protection, including rewards mechanisms, as indicated by:</p> <p>(a) Number of local community members involved in forest patrols to detect and prevent illegal activities such as poaching and illegal logging, with gender-disaggregated data.</p> <p>(b) Number of livelihood initiatives in communities through engagement in conservation activities (e.g., tree planting, habitat rehabilitation, and wildlife trade monitoring), including the number of initiatives that are women-led or have at least 30% women participants.</p> <p>(c) Number of new community-managed ecotourism initiatives developed and operationalized in priority areas, with documented governance and revenue-sharing models that ensure women's participation in decision-making and benefit-sharing.</p> <p>(d) Number of community initiatives offering incentives and recognition to individuals or groups actively</p>	<p>Reports on community patrols, including gender-disaggregated participation data and records of detected and prevented illegal activities. Documentation of livelihood initiatives, such as tree planting, habitat rehabilitation, and wildlife trade monitoring, including records of community participants and benefits accrued. Reports on the development and operationalization of community-managed ecotourism initiatives, with details on governance structures and revenue-sharing models. Records of incentive and recognition programs, including lists of recipients and their contributions to wildlife and habitat protection. Reports on the integration of local traditions and cultural values into conservation activities, including community engagement plans and event documentation.</p>	<p>(a) Limited number of community members actively participating.</p> <p>(b) Limited livelihood opportunities for local communities.</p> <p>(c) Few ecotourism initiatives exist.</p> <p>(d) Limited community initiatives offering incentives.</p> <p>(e) Local traditions, cultural practices, and values not systematically documented.</p>	<p>(a) 100 community members (30% women)</p> <p>(b) 10 livelihood initiatives</p> <p>(c) Two ecotourism initiatives</p> <p>(d) Five community initiatives offering incentives</p> <p>(e) One case involving integration of local traditions and cultural values</p>	<p>(a) 200 community members (30% women)</p> <p>(b) 20 livelihood initiatives</p> <p>(c) Four ecotourism initiatives</p> <p>(d) 10 community initiatives offering incentives</p> <p>(e) Three cases involving integration of local traditions and cultural values</p>	<p>Review of reports on community patrols, including gender-disaggregated participation data and documented outcomes of patrol activities. Monitoring reports on livelihood initiatives. Documentation of community-managed ecotourism initiatives, including governance structures, revenue-sharing models, and operational outcomes. Records of incentive and recognition programs, including lists of recipients, types of incentives provided, and contributions to wildlife and habitat protection. Reports on the integration of local traditions and cultural values into conservation practices and policies, with evidence of community engagement and application in project activities.</p>	<p><b>Risks:</b> The uneven distribution of economic alternative improvement interventions among communities leads to social jealousy. Lack of caution in selecting candidates for community patrols could lead them to engage in illegal activities (such as hunting) once they are no longer part of the patrol.</p> <p><b>Assumptions:</b> Community participation in forest conservation has increased with the presence of community patrols. Land use pressure in conservation areas decreased through the empowerment of alternative livelihoods.</p>

	<p>participating in wildlife and habitat protection, with the percentage of awards granted to women or women's groups. (e) Number of cases involving integration of local traditions and cultural values into conservation activities, with gender perspective in mind, demonstrated by community engagement plans and cultural event participation.</p> <p><b>Aligned with GEF-8 GWP Indicator 3.1.3 (recommended).</b></p>						
<b>Outputs to achieve Outcome 3.1</b>	<p><b>Output 3.1.1.</b> Enhanced law enforcement and catalytic site-level actions.</p> <p><b>Output 3.1.2.</b> Reduced threats to wildlife from poaching and other illegal activities in targeted sites by patrol and use of technology that is friendly operated by men and women.</p> <p><b>Output 3.1.3.</b> Engaged local communities participate in wildlife and habitat protection including livelihood opportunities, demand reduction, and rewards mechanisms.</p> <p><b>Output 3.1.4.</b> Improved understanding and management of human-wildlife conflicts through enhanced reporting and adaptive mitigation strategies.</p>						
<p><b>Outcome 3.2:</b> Wildlife supply chains are managed to reduce zoonotic spillover risks and maintaining human health.</p>	<p><b>Indicator 13.</b> Extent of regulation, controls, and/or monitoring for legal wildlife take/supply chains, as indicated by (a) Operationalization of a zoonotic prevention tool or protocol at key country border points to reduce wildlife trade-related spillover risks, including targeted demand-reduction communication campaigns addressing domestic consumption drivers and stakeholder awareness. (b) Number of people trained on zoonotic spillover risks, with demand-reduction messaging integrated into</p>	<p>Records of zoonotic prevention tools, training records with sex-disaggregated data, DNA GenBank usage, and JRA reports.</p>	<p>(a) Limited zoonotic prevention tools operationalized at border points. (b) Limited training on zoonotic risks without sex-disaggregated data. (c) Wildlife DNA GenBank not initiated.</p>	<p>(a) Pilot zoonotic prevention tools at two border points. (b) Train 50 individuals (30% women) on zoonotic risks with post-training evaluations. (c) Develop DNA GenBank protocol and conduct capacity-building activities.</p>	<p>(a) Pilot zoonotic prevention tools at five border points (b) Train 100 individuals (30% women) (c) Fully operationalize DNA GenBank to support two forensic cases. (d) Conduct JRA for wildlife markets and integrate findings into national strategies.</p>	<p>Review records of zoonotic tools, training assessments, DNA GenBank operations, and JRA reports</p>	<p><b>Risks:</b> Partners may not operationalize tools.  Women participation may fall short of targets.  <b>Assumptions:</b> Partners committed to operationalization  Gender action plan ensures women participation.</p>

<p>training content, and sex-disaggregated data documenting participation and capacity-building outcomes. (c) Development and operationalization of a Wildlife DNA GenBank to support monitoring, enforcement, and risk assessment of wildlife trade.</p> <p><b>Aligned with GEF-8 GWP Indicators 2.4.1 and 2.5.1 (required).</b></p>						
<p><b>Indicator 14.</b> New or improved site-based or landscape-level strategies, policies, laws, regulations, or mechanisms in place to prevent or better manage the spread of zoonotic disease from animals to human or livestock populations, as indicated by (a) operationalization of an improved, cross-sectoral mechanism for reporting zoonotic incidents at the site and landscape levels; (b) integration of wildlife health events (e.g., unusual die-offs, mass illnesses) into the reporting mechanism to enable early warning and response; (c) establishment of a data-sharing protocol across Ministry of Forestry, Ministry of Agriculture, and public health agencies to facilitate coordinated, multi-sectoral responses to zoonotic risks.</p> <p><b>Aligned with GEF-8 GWP</b></p>	<p>Records of cross-sectoral reporting mechanisms, training records with sex-disaggregated data, and data-sharing reports.</p>	<p>(a) Wildlife health events inconsistently reported and not analyzed for zoonotic risks. (b) No cross-sectoral reporting mechanism exists. (c) No data-sharing protocol between Ministry of Forestry, Ministry of Agriculture, and public health agencies.</p>	<p>(a) Pilot reporting mechanism at two sites. (b) Conduct three workshops with 50 participants (30% women). (c) Design and trial a data-sharing protocol.</p>	<p>(a) Pilot reporting mechanism at five border points, (b) Conduct six workshops with 100 participants (30% women). (c) Fully operationalize a data-sharing protocol across Ministry of Forestry, Ministry of Agriculture, and public health agencies.</p>	<p>Review reporting mechanism records, training records, and data-sharing reports.</p>	<p><b>Risks:</b> Stakeholders lack commitment or capacity.</p> <p>Limited resources delay scaling up efforts.</p> <p>Underreporting due to awareness or infrastructure gaps.</p> <p><b>Assumptions:</b> Stakeholders committed to collaboration and resource mobilization.</p> <p>Existing infrastructure supports reporting system integration.</p>

	<b>Indicator 1.8.1 (recommended).</b>						
<b>Outputs to achieve Outcome 3.2</b>	<p><b>Output 3.2.1.</b> Zoonotic prevention tool/protocol at the country border points authority and engaged passenger and goods transportation services companies.</p> <p><b>Output 3.2.2.</b> Government officials and company staff trained in scanning potential illegal trade and courier-related wildlife activities.</p> <p><b>Output 3.2.3.</b> Capacity building on potential risk of zoonotic spillover from wildlife.</p> <p><b>Output 3.2.4.</b> Establishment of a Wildlife Forensic DNA Database and Strengthening Laboratory Capacities for Examination of Wildlife DNA Samples.</p>						
<b>Component 4</b>	<b>Knowledge Exchange for Transformational Results</b>						
<b>Outcome 4:</b> Upscaled knowledge and technology on Integrated law enforcement and decision-making support systems	<p><b>Indicator 15.</b> Number of 'lessons learned' (positive or negative) and 'good practices' documented and shared: (a) Across the GWP platform, including gender-focused lessons and good practices. (b) Beyond the GWP platform, targeting regional and global stakeholders through conferences, publications, or partnerships. (c) Nationally, including gender-focused and behavior change insights, shared through workshops, reports, or policy briefs.</p> <p><b>Aligned with GEF-8 GWP Indicator 4.1.2 (required).</b></p>	Dissemination records, media posts, publications, conference proceedings, and M&E reports on gender mainstreaming and behavior change lessons.	No communication strategy exists to document or share behavior change insights, gender-focused lessons, or good practices. Dissemination is ad hoc and uncoordinated.	(a) Share two lessons with regional/global stakeholders (c) Share five lessons nationally	a) Share six lessons (b) Share six lessons with regional/global stakeholders. (c) Share 10 lessons	Review dissemination records, media posts, publications, and M&E reports.	<p><b>Risks:</b> Ineffective knowledge management limits dissemination.  Stakeholders reluctant to share unintended outcomes.</p> <p><b>Assumptions:</b> Knowledge strategy ensures timely dissemination.</p> <p>Stakeholders value sharing both successes and failures.</p>
	<p><b>Indicator 16.</b> Improved IT-based law enforcement, as indicated by: (a) Number of new IT tools operationalized to support law enforcement, such as digital forensics tools, AI-based surveillance systems, and other advanced technologies. (b) Number of new operations rooms established at site and regional levels to enhance coordination and decision-making. (c) Number of law enforcement</p>	M&E reports on IT tools, commissioning records, operations room usage reports, and training records with sex-disaggregated data.	(a) Limited or no IT tools operationalized. (b) No new operations rooms established. (c) Few law enforcement officers trained; no sex-disaggregated data available.	(a) Operationalize three IT tools (b) Establish one operations room (c) Train 50 officers (30% women)	(a) Operationalize six IT tools (b) Establish two operation rooms (c) Train 100 officers (30% women)	Review M&E reports, commissioning records, operations room usage reports, and training records with post-training assessments.	<p><b>Risks:</b> Co-financing delays impact IT tools and operations rooms.  IT tools fail due to technical or infrastructure issues.  Officers do not complete training.</p> <p><b>Assumptions:</b> Co-financing is provided as planned.</p>

	officers trained in IT-based tools, with sex-disaggregated data documenting participation and capacity-building outcomes.						IT tools are adaptable to the context.  Officers fully participate in and complete training.
	<b>Indicator 17.</b> Sustainability enhanced, as indicated by (a) institutionalization of the project sustainability strategy by the DG Law Enforcement, ensuring long-term integration of project outcomes into agency operations.; (b) number of people participating in the wildlife protection mover's programme (gender and youth disaggregated); and (c) establishment of an online and physical wildlife specimen center for species identification and law enforcement efforts.	DG Law Enforcement decree, M&E reports on the mover's program with gender/youth data, and specimen center commissioning records.	(a) Preliminary sustainability strategy included in Project Document but not formalized. (b) Mover's program not operationalized; no participants enrolled. (c) No online or physical wildlife specimen center exists.	(a) Operationalize the sustainability strategy. (b) Engage 50 participants (30% women, 50% youth) in the mover's program. (c) Operationalize the online specimen center in trial mode.	(a) Formalize the sustainability strategy with a DG Law Enforcement decree. (b) Engage 100 participants (30% women, 50% youth) in the mover's program. (c) Fully operationalize online and physical specimen centers.	Review DG decree, M&E reports, and commissioning records for the specimen centers.	<b>Risks:</b> Sustainability strategy not institutionalized due to leadership changes.  Participation in the mover's program falls short, especially for women/youth.  Co-financing delays affect specimen center operations.  <b>Assumptions:</b> DG Law Enforcement committed to institutionalization  High interest in the mover's program.  Co-financing contributions provided as planned.
<b>Outputs to achieve Outcome 4</b>	<p><b>Output 4.1.</b> Knowledge products disseminated for exchange and technical capacity building.</p> <p><b>Output 4.2.</b> Operationalization of IT-based law enforcement support tools.</p> <p><b>Output 4.3.</b> Project results regularly tracked and disseminated at national and international levels.</p> <p><b>Output 4.4.</b> Youth participation both male and female in wildlife protection mover's programme.</p>						

[1] The METT Score indicated in the Project Results Framework (PRF) is based on the *GEF METT* for Protected Areas, as applied in GEF-7 and GEF-8 projects (see Annex 2). The score calculation draws on the official national METT assessment issued by the Directorate General of KSDAE, Ministry of Forestry. While the underlying assessment content remains aligned, there are minor differences in scoring methodology: the national METT includes additional breakdowns at the sub-indicator level for certain indicators, which are not reflected in the GEF-standard METT format. As a result, although the assessments are technically consistent, the total score under the GEF-based METT may appear slightly lower than that of the national version. The projected improvements in METT Scores for each targeted site, as included in the PRF, are simulated based on expected increases in Indicator 3 (Law Enforcement), Indicator 10 (Protection System), and Indicator 14 (Protected Area Management). These indicators have been prioritized under the Leverage Project due to their relevance in addressing key management challenges in protected areas.

## ANNEX D: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

Provide detailed funding amount of the PPG activities financing status in the table below:

Project Preparation Activities Implemented	GETF/LDCF/SCCF Amount (\$)		
	Budgeted Amount	Amount Spent To date	Amount Committed
International Consultants	78,000.00	53,882.00	21,600.00
Local Consultants	80,500.00	49,045.00	0.00
Contractual Services - Individual	14,950.00	12,369.00	0.00
Travel	10,000.00	7,659.00	279.00
Professional Services	5,500.00	0.00	0.00
Training, Workshops and Conferences	61,050.00	66,603.00	2,365.00
<b>Total</b>	<b>250,000.00</b>	<b>189,558.00</b>	<b>24,244.00</b>

## ANNEX E: PROJECT MAP AND COORDINATES

Please provide geo-referenced information and map where the project interventions will take place

Location Name	Latitude	Longitude	GeoName ID
Bukit Barisan Selatan National Park	5.207945	104.151502	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Bukit Tigapuluh National Park	0.986708	102.487952	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Rimbang Baling Wildlife Reserve	0.324991	101.031819	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Dolok Sibual-Buali Nature Reserve	1.546110	99.242762	

Location Description:

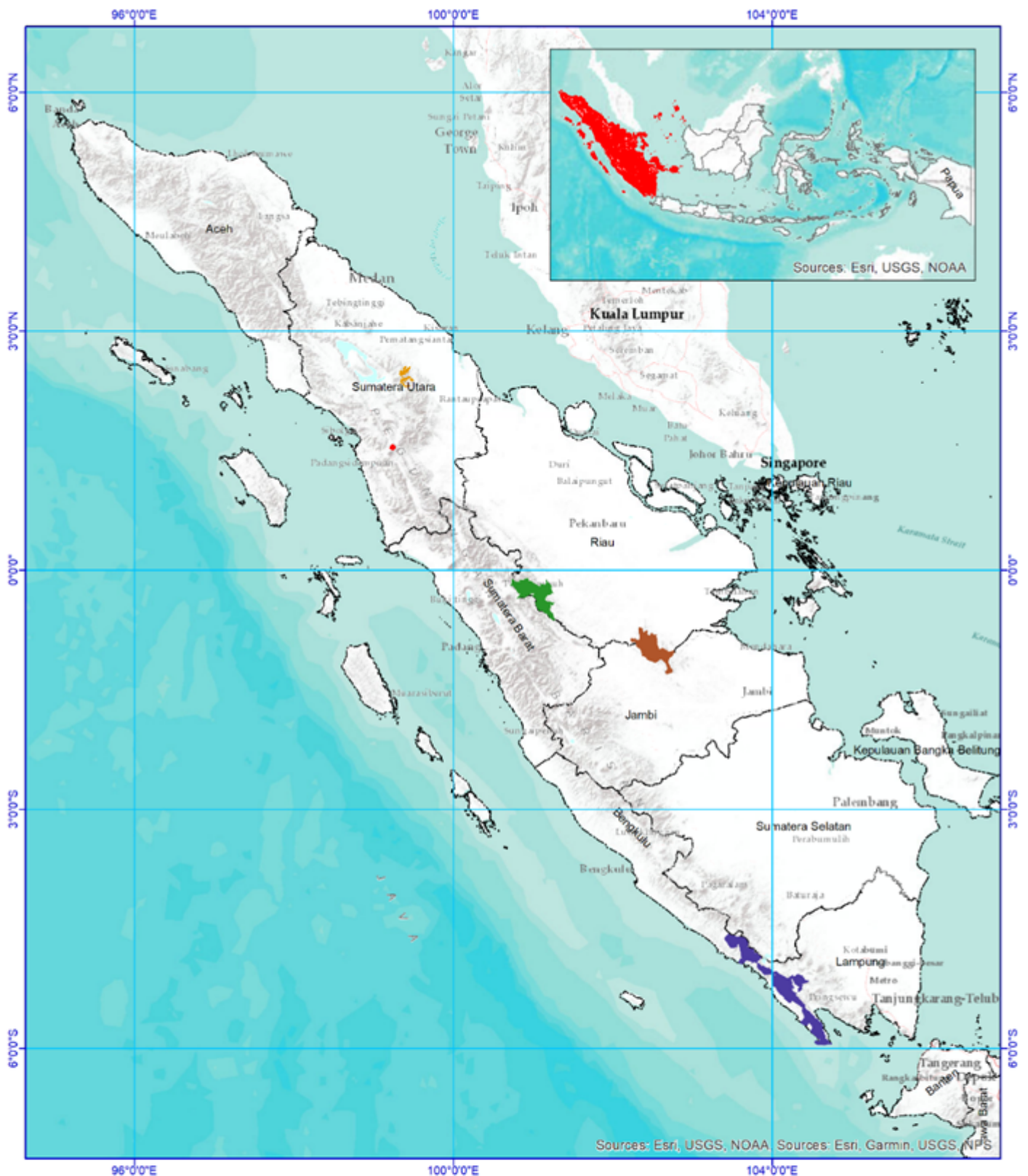
Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Dolok Surungan Wildlife Reserve	2.407518	99.389532	

Location Description:

Activity Description:

**Please provide any further geo-referenced information and map where project interventions are taking place as appropriate.**



## LEVERAGE PROJECT LOCATION



Source:  
 1. Forest Area Map scale 1:250.000, MoEF  
 2. Administration Map 1:250.000, Badan Informasi Geospasial



### LEVERAGE location

- Bukit Barisan Selatan
- Bukit Rimbang Bukit Baling
- Bukit Tiga Puluh
- Dolok Sibual-Buali
- Dolok Surungan

## ANNEX F: ENVIRONMENTAL AND SOCIAL SAFEGUARDS DOCUMENTS INCLUDING RATING

Attach agency safeguard datasheet/assessment report(s), including ratings of risk types and overall project/program risk classification as well as any management plans or measures to address identified risks and impacts (as applicable).

Title

9613\_Annex 05\_SESP\_LEVERAGE\_signed\_9May2025

## ANNEX G: BUDGET TABLE

Please upload the budget table here.

Please explain any aspects of the budget as needed here

This GEF Budget Table is being entered in jpeg to resolve the issue of overflowing the margins of this box. If encountering the viewing issue, please refer to the separate file in Word doc. (File name: 9613 Annex G GEF Budget template\_7Jul25\_v1\_portal upload)

Expenditure Category	Detailed Description	Component (USDeq.)				Sub-Total	Monitoring and Evaluation (M&E)	Project Management Cost (PMC)	Total (USDeq.)	Responsible Entity
		Component 1	Component 2	Component 3	Component 4					
		Outcome 1	Outcome 2	Outcome 3.1&3.2	Outcome 4					
Equipment	<b>72200.</b> Output 2.2. Field equipment, such as Bento Labs to support evidence-based case-building (USD 50,000).		50,000			50,000		50,000	MoFor	
Equipment	<b>72200.</b> Output 2.3. Equipment for the Forest Academy, e.g., tools required for field operational training, such as GPS devices, forensic kits, and rescue equipment (USD 50,000).		50,000			50,000		50,000	MoFor	
Equipment	<b>72800.</b> Output 2.1: Information technology equipment for improving collaboration across law enforcement agencies (USD 130,000).		130,000			130,000		130,000	MoFor	
Equipment	<b>72800.</b> Output 2.2: Mobile and remote-based IT equipment connected with the digital platform (USD 80,000).		80,000			80,000		80,000	MoFor	
Equipment	<b>72800.</b> Output 2.3: Information and communications technology equipment for the Forest Academy (USD 229,064).		229,064			229,064		229,064	MoFor	
Equipment	<b>72800.</b> Output 2.4: IT equipment for strengthening digital case management (USD 25,000).		25,000			25,000		25,000	MoFor	
Equipment	<b>73300.</b> Output 2.2: Software licenses and other related rental and maintenance of IT equipment (USD 15,000).		15,000			15,000		15,000	MoFor	
Equipment	<b>73400.</b> Costs for leased vehicles, maintenance of vehicles, and other rental and maintenance costs for other equipment used for the implementation of activities under Output 2.1 (USD 5,000), Output 2.2 (USD 5,000), Output 2.3 (USD 5,000), Output 2.4 (USD 15,000), and Output 2.5 (USD 5,000).		35,000			35,000		35,000	MoFor	
Equipment	<b>72200.</b> Output 3.1.1: Procure and deploy cutting-edge tools such as drones, GPS trackers, camera traps, sound sensors, and digital forensic systems to enhance surveillance capabilities (5 x USD 20,000 = USD 100,000).			100,000		100,000		100,000	MoFor	
Equipment	<b>72200.</b> Output 3.1.2: Procure equipment for patrol teams, e.g., GPS trackers for mountainous areas and camera traps for dense lowland forests (5 x USD 25,000 = USD 125,000).			125,000		125,000		125,000	MoFor	

Equipment	<b>73400.</b> Costs for leased vehicles, maintenance of vehicles, and other rental and maintenance costs for other equipment used for the implementation of activities under Output 3.1.1 (USD 12,500), Output 3.1.2 (USD 12,500), Output 3.1.3 (USD 12,500), and Output 3.1.4 (USD 12,500).			50,000		50,000			50,000	MoFor
Equipment	<b>72200.</b> Output 3.2.1: Equip border points with screening and quarantine facilities, distribute PPE to reduce exposure risks among enforcement personnel and transport workers (USD 50,000).			50,000		50,000			50,000	MoFor
Equipment	<b>72200.</b> Output 3.2.2: Procure equipment, such as portable wildlife identification apps, DNA testing kits (USD 25,000).			25,000		25,000			25,000	MoFor
Equipment	<b>73400.</b> Costs for leased vehicles, maintenance of vehicles, and other rental and maintenance costs for other equipment used for the implementation of activities under Output 3.2.1 (USD 5,000), Output 3.2.2 (USD 5,000), Output 3.2.3 (USD 5,000), and Output 3.2.4 (USD 5,000).			20,000		20,000			20,000	MoFor
Equipment	<b>72200.</b> Output 4.1: Procure equipment and tools such as camera traps, GPS devices, and AI-enabled systems to monitor wildlife movements and detect illegal activities (USD 150,000).				150,000	150,000			150,000	MoFor
Equipment	<b>72200.</b> Output 4.2: Procure drones and camera traps for real-time monitoring in target wildlife habitats and high-risk locations (USD 20,000).				20,000	20,000			20,000	MoFor
Equipment	<b>72800.</b> Output 4.2: Procure and utilize data analysis software to collect and analyze information from diverse sources, including social media. Identify illegal trade networks and crime patterns using tools such as IBM i2 Intelligence Network (USD 15,000).				15,000	15,000			15,000	MoFor
Equipment	<b>73300.</b> Output 4.2: Software licenses, connectivity charges and other related rental and maintenance of IT equipment (USD 8,000).				8,000	8,000			8,000	MoFor
Equipment	<b>72800.</b> Computer and other IT equipment for the Project Management Unit (USD 2,650).						2,650		2,650	MoFor
Grants	<b>72600.</b> Output 3.1.2: Low-value grants for local partners, strengthening and/or establishing community-driven patrol initiatives, delivering training on the use of technology (5 x USD 50,000 = USD 250,000).			250,000		250,000			250,000	MoFor
Grants	<b>72600.</b> Output 3.1.3: Low-value grants for community-managed conservation initiatives (5 x USD 80,000 = USD 400,000)			400,000		400,000			400,000	MoFor

Grants	<b>72600.</b> Output 3.1.3: Low-value grants for introducing incentive and rewards systems in select communities at the target sites (4 x USD 25,000 = USD 100,000).			100,000		100,000			100,000	MoFor
Grants	<b>72600.</b> Output 3.1.4: Low-value grants for implementing HWC prevention measures (USD 5 x USD 50,000 = USD 250,000).			250,000		250,000			250,000	MoFor
Grants	<b>72600.</b> Output 4.4: Low-value grants for youth internships, competitions, involvement in research projects (USD 75,000)				75,000	75,000			75,000	MoFor
Contractual services-Individual	<b>71800. - Chief Technical Advisor</b>  A total of 66 months for this position, at an average gross salary of USD 5,330 per month inclusive of a 3% cost-of-living adjustment; providing strategic and technical advisory assistance for activities: 1) for 10 months under Outcome 1. 2) for 12 months under Outcome 2. 3) for 32 months under Outcome 3.1&3.2 4) for 8 months under Outcome 4. 5) for 4 months under project M&E.	53,300	63,960	170,560	42,640	330,460	21,320		351,780	MoFor
Contractual services-Individual	<b>71800. - Technical Officer</b>  A total of 264 months for this position, at an average gross salary of USD 3,135 per month inclusive of a 3% cost-of-living adjustment; providing technical assistance for activities: 1) for 61 months under Outcome 1. 2) for 61 months under Outcome 2. 3) for 61 months under Outcome 3.1&3.2 4) for 77 months under Outcome 4. 5) for 4 month for project M&E	191,235	191,235	191,235	241,395	815,100	12,540		827,640	MoFor
Contractual services-Individual	<b>71800. - Safeguards and Gender Officer</b>  A total of 66 months for this position, at an average gross salary of USD 3,135 per month inclusive of a 3% cost-of-living adjustment; providing technical assistance for the implementation of safeguards instruments: 1) for 8 months under Outcome 1. 2) for 10 months under Outcome 2. 3) for 38 months under Outcome 3.1&3.2 4) for 8 months under Outcome 4. 5) for 2 months for project M&E	25,080	31,350	119,130	25,080	200,640	6,270		206,910	MoFor

Contractual services-Individual	<b>71800. - M&amp;E Officer</b> A total of 66 months for this position, at an average gross salary of USD 3,135 per month inclusive of a 3% cost-of-living adjustment; providing technical assistance for activities 1) for 8 months under Outcome 1. 2) for 10 months under Outcome 2. 3) for 32 months under Outcome 3.1&3.2 4) for 14 months under Outcome 4. 5) for 2 months under project M&E (M&E activities, guiding site-level M&E, and providing inputs to M&E reports).	25,080	31,350	100,320	43,890	200,640	6,270		206,910	MoFor
Contractual services-Individual	<b>71800. - Site Officers (10)</b> A total of 66 months for each of these positions (660 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment; providing technical assistance for activities 1) for 4 months (40 months combined) under Outcome 1. 2) for 6 months (60 months combined) under Outcome 2 3) for 46 months (460 months combined) under Outcome 3.1&3.2 4) for 8 months (80 months combined) under Outcome 4. 5) for 2 months (20 months combined) under project M&E (on site level M&E activities).	39,000	58,500	448,500	78,000	624,000	19,500		643,500	MoFor
Contractual services-Individual	<b>71800. - Communications Officer</b> A total of 66 months for this position, at an average gross salary of USD 3,135 per month inclusive of a 3% cost-of-living adjustment; providing technical assistance for activities 1) for 8 months under Outcome 1. 2) for 10 months under Outcome 2. 3) for 24 months under Outcome 3.1&3.2 4) for 23 months under Outcome 4. 5) for 1 month for project M&E activities and reporting.	25,080	31,350	75,240	72,105	203,775	3,135		206,910	MoFor
Contractual services-Individual	<b>71800. Project Manager</b> , for 72 months, at an average gross salary of USD 4,200 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 289,440), providing project management services.							289,440	289,440	MoFor
Contractual services-Individual	<b>71800. Procurement Assistant</b> , for 60 months, at an average gross salary of USD 811.67 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 48,700), supporting project management.							48,700	48,700	MoFor
Contractual services-Individual	<b>71800. Office Clerk</b> , for 60 months, at an average gross salary of USD 596.67 per month inclusive of a 3% cost-of-living adjustment (sub-							35,800	35,800	MoFor

	total: USD 35,800), supporting project management.									
Contractual services-Individual	<b>71400.</b> <b>Finance Associate</b> , for 72 months, at an average gross salary of USD 1,995 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 134,280); providing in supporting project management.							134,280	<b>134,280</b>	UNDP
Contractual services-Individual	<b>71400.</b> <b>Finance Assistant</b> , for 72 months, at an average gross salary of USD 1,995 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 126,360), Providing in supporting project management.							126,360	<b>126,360</b>	UNDP
Contractual services-Company	<b>72100.</b> Output 1.1: Contracted partner(s) supporting development, training on regulatory instruments (USD 75,000).	75,000						<b>75,000</b>	<b>75,000</b>	MoFor
Contractual services-Company	<b>72100.</b> Output 1.2: Contracted partner delivering Output 1.2, including updated situational analysis, updating the national strategy and action plan, delivering capacity building and training, monitoring and evaluating implementation of the action plan, facilitating public awareness and behavior change campaigns, and supporting governmental partners in international cooperation and reporting (USD 155,000).	155,000						<b>155,000</b>	<b>155,000</b>	MoFor
Contractual services-Company	<b>72100.</b> Output 1.3: Contracted partner delivering Output 1.3, including developing valuation methodologies, conducting data collection and analyses, conducting the valuation studies, facilitating stakeholder engagement, supporting policy integration and dissemination of results, and monitoring and evaluating implementation (USD 200,000).	200,000						<b>200,000</b>	<b>200,000</b>	MoFor
Contractual services-Company	<b>72100.</b> Output 1.4: Contracted partner delivering Output 1.4, including conducting updated funding needs assessment and source identification, working with the MoFor in design and integration of financing mechanisms, facilitating stakeholder engagement, delivering capacity building, designing and overseeing pilot implementation, monitoring and evaluating implementation of pilot implementation, and supporting dissemination and advocacy (USD 200,000).	200,000						<b>200,000</b>	<b>200,000</b>	MoFor
Contractual services-Company	<b>72100.</b> Output 2.1: Contracted partner for developing and operating an online system for providing expanded access to information on wildlife rescue centers and		300,000					<b>300,000</b>	<b>300,000</b>	MoFor

	conservation institutions (USD 300,000).									
Contractual services-Company	<b>72100.</b> Output 2.1: Contracted partner for developing technical guidelines on conducting socioeconomic studies and habitat assessments for release of confiscated animals (USD 265,000).		265,000			265,000			265,000	MoFor
Contractual services-Company	<b>72100.</b> Output 2.2: Contracted partner for delivering Output 2.2, including conducting needs assessment, designing, supporting the operation, monitoring and refinement of a secure, user-friendly digital platform that supports real-time data exchange, evidence gathering, and structured analysis of wildlife crime patterns, conduct refresher training for enforcement personnel on national and UN human rights standards, gender-sensitive approaches and social & environmental safeguards (USD 350,000).		350,000			350,000			350,000	MoFor
Contractual services-Company	<b>72100.</b> Output 2.3: Contracted partner for designing and constructing facility improvements to the Forestry Academy (USD 300,000).		300,000			300,000			300,000	MoFor
Contractual services-Company	<b>72100.</b> Output 2.3: Contracted partner for conducting needs assessment, curriculum development, and delivery of training of trainers (USD 175,000).		175,000			175,000			175,000	MoFor
Contractual services-Company	<b>72100.</b> Output 2.5: Contracted partner for involving strengthening auditing of breeder facilities, delivering capacity building for improved inspections, improving criteria and protocols, advocating stricter penalties, publishing annual reports, conducting awareness campaigns, enhancing government-related licensing systems for breeders, including development of an online system requiring information on breeding practices and animal origins (USD 225,000).		225,000			225,000			225,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.1.1: Contracted partners collaborating with the target sites conducting training law enforcement training, establishment of centralized forensics database, sharing real-time patrol data, strengthening engagement with local communities (5 x USD 30,000 = USD 150,000).			150,000		150,000			150,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.1.2: Contracted partner, developing a centralized platform to aggregate patrol data across the target areas (USD 51,320).			51,320		51,320			51,320	MoFor

Contractual services-Company	<b>72100.</b> Output 3.1.3: Contracted partner(s) for delivering capacity building on conservation approaches, biodiversity protection, zoonotic risks, sustainable resource use, ecotourism experiences, and on community-driven demand reduction campaigns (USD 100,000).			100,000		100,000			100,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.1.4: Contracted partners for mapping conflict hotspots, including community-led surveys, conducting educational campaigns, reviewing and improving SOPs for handling HWC's, establishing community-friendly reporting systems (1 x USD 200,000 = USD 200,000).			200,000		200,000			200,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.1.4: Contracted partner for pilot insurance schemes that compensate for damages by wildlife and incentivizing communities (USD 25,000).			25,000		25,000			25,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.2.1: Contracted partner for delivering this output, conducting risk assessments, engaging transportation companies, strengthening monitoring and reporting systems, launching awareness initiatives, collaborative protocol development, border point demand reduction campaigns (USD 150,000).			150,000		150,000			150,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.2.2: Contracted partner(s) for delivering this output, including specialized training programs on wildlife screening, scanning protocols, zoonotic risk mitigation; establishing partnerships with companies, training on the use of technological tools, conducting practical sessions at key transit points, conducting informational campaigns (USD 200,000).			200,000		200,000			200,000	MoFor
Contractual services-Company	<b>72100.</b> Output 3.2.3: Contracted partner(s) for delivering this output, including conducting assessments of zoonotic spillover pathways, analyzing historic data; updating protocols, inspection procedures and biosafety standards; developing knowledge products, policy briefs, operational guides; training institutional staff (USD 200,000).			200,000		200,000			200,000	MoFor

Contractual services-Company	<b>72100.</b> Output 3.2.4: Contracted partners for delivering this output, including development of a wildlife forensic DNA database and an inter-agency wildlife forensic data-sharing system; providing training for laboratory staff; establishing protocols for integrating DNA evidence; strengthening collaboration among laboratories; conduct awareness-raising and stakeholder engagement; and tracking the usage of the DNA database, regularly updating based on feedback (USD 200,000).			200,000		200,000			200,000	MoFor
Contractual services-Company	<b>72100.</b> Output 4.2: Contracted partners for delivering this output, training law enforcement in scanning technology, use of software for crime pattern identification, training law enforcement personnel in digital forensics, use of social media monitoring tools, establishing operation rooms managed by Gakkum, and exploration of emerging technologies (USD 450,000).				450,000	450,000			450,000	MoFor
Contractual services-Company	<b>72100.</b> Output 4.1: Contracted partner to deliver this output, implementing advanced monitoring technology, establishing integrated operation rooms, delivering specialized training, drafting and institutionalizing standard protocols, strengthening transnational partnerships, and developing targeted communication and advocacy campaigns (USD 400,000).				400,000	400,000			400,000	MoFor
Contractual services-Company	<b>72100.</b> Output 4.3: Contracted partner, developing knowledge products, creating interactive dashboards to track project results and progress, support organization of webinars and workshops, etc. (USD 150,000).				150,000	150,000			150,000	MoFor
Contractual services-Company	<b>72100.</b> Output 4.4: Contracted partner(s) for delivering this output, including introducing and/or strengthening youth mover's programmes, collaborating with MoFor and schools and educational programs, organizing youth competitions, hosting expeditions and trekking experiences (USD 200,000).				200,000	200,000			200,000	MoFor
International Consultants	<b>71200.</b> International MTR Consultant for 6 weeks at USD 4,900 per week (sub-total: USD 29,400).						29,400		29,400	UNDP
International Consultants	<b>71200.</b> International TE Consultant for 6 weeks at USD 4,900 per week (sub-total: USD 29,400).						29,400		29,400	UNDP

International Consultants	<b>71200.</b> International Safeguards Consultant for 12 weeks at USD 4,900 per week (sub-total: USD 58,800), providing guidance on monitoring and evaluation of the implementation of safeguard management plans and frameworks.					58,800		58,800	UNDP
Local Consultants	<b>71300.</b> <b>Safeguards Consultant</b> , for 10 weeks at USD 4,900 per week (USD 49,000), providing guidance for the SESA, law enforcement SOP review, and other safeguards related instruments under Outcome 1.	49,000				49,000		49,000	MoFor
Local Consultants	<b>71300.</b> <b>Local Safeguards Consultant</b> , for 15 weeks at USD 2,250 per week (USD 33,750), associated with conducting the SESA under Output 1.1.	33,750				33,750		33,750	MoFor
Local Consultants	<b>71300.</b> <b>Local Policy-Legal Consultants</b> , for 100 weeks at USD 2,250 per week (USD 225,000), associated with conducting gap analyses, supporting the MoF in drafting regulatory instruments, delivering capacity building, stakeholder engagement and community outreach under Output 1.1.	225,000				225,000		225,000	MoFor
Local Consultants	<b>71300.</b> <b>Local IWT Specialists</b> , for 30 weeks at USD 2,250 per week (USD 67,500) providing technical and legal assistance for activities under Output 2.1.		67,500			67,500		67,500	MoFor
Local Consultants	<b>71300. Local consultants.</b> <b>Local Wildlife Conservation Specialists</b> , for 20 weeks at USD 2,250 per week (USD 45,000) providing technical and legal assistance for activities under Output 2.1.		45,000			45,000		45,000	MoFor
Local Consultants	<b>71300.</b> <b>Local IWT Law Specialists</b> , for 40 weeks at USD 2,250 per week (USD 90,000) providing technical and legal assistance for activities under Output 2.4.		90,000			90,000		90,000	MoFor
Local Consultants	<b>71300.</b> <b>International IWT Transnational Law Specialist</b> , for 25 weeks at USD 4,900 per week (USD 122,500), providing technical and legal assistance for activities under Output 2.4.		122,500			122,500		122,500	MoFor
Local Consultants	<b>71300.</b> <b>Local Facilitation Specialists</b> , for 40 weeks at USD 2,250 per week (USD 90,000) providing facilitation services for activities under Output 2.4		90,000			90,000		90,000	MoFor
Local Consultants	<b>71300.</b> <b>Local Interpretation-Translation Specialists</b> , for 25 weeks at USD 2,250 per week (USD 56,250) providing interpretation and translation services for activities under Output 2.4.		56,250			56,250		56,250	MoFor

Local Consultants	<b>71300.</b> <b>Safeguards Consultant</b> , for 10 weeks at USD 4,900 per week (USD 49,000), providing technical assistance for activities under Output 3.1.3, including completing the Livelihood Action Plan and Climate Vulnerability and Capacity Assessment (safeguard requirements).			49,000		49,000		49,000	MoFor
Local Consultants	<b>71300.</b> <b>HWC Insurance Specialist</b> , for 12 weeks at USD 4,900 per week (USD 58,800), providing technical for activities under Output 3.1.4.			58,800		58,800		58,800	MoFor
Local Consultants	<b>71300.</b> <b>Local Safeguards Consultants</b> , for 15 weeks at USD 2,250 per week under Output 3.1.1 (USD 33,750), 20 weeks at USD 2,250 per week under Output 3.1.2 (USD 45,000).			78,750		78,750		78,750	MoFor
Local Consultants	<b>71300.</b> <b>Local Mediator</b> , for 30 weeks at USD 2,250 per week (USD 67,500) providing mediation assistance at the Dolok Surungun WR.			67,500		67,500		67,500	MoFor
Local Consultants	<b>71300.</b> <b>Local Mediator</b> , for 30 weeks at USD 2,250 per week (USD 67,500) providing mediation assistance at the BBS NP and 25 weeks under Output 3.1.3 (USD 56,250).			123,750		123,750		123,750	MoFor
Local Consultants	<b>71300.</b> National MTR Consultant for 6 weeks at USD 2,250 per week (sub-total: USD 13,500).						13,500	13,500	UNDP
Local Consultants	<b>71300.</b> National TE Consultant for 6 weeks at USD 2,250 per week (sub-total: USD 13,500).						13,500	13,500	UNDP
Local Consultants	<b>71300.</b> Local M&E Consultant(s) conducting miscellaneous M&E activities, for 12 weeks at USD 2,250 per week (sub-total: USD 27,000).						27,000	27,000	UNDP
Training, Workshops, Meetings	<b>75700.</b> Training and workshops under Output 1.1 (USD 85,000), Output 1.2 (USD 75,000), Output 1.3 (USD 75,000), and Output 1.4 (USD 65,000).	300,000				300,000		300,000	MoFor
Training, Workshops, Meetings	<b>75700.</b> Training and workshops under Output 2.1 (USD 175,000), Output 2.2 (USD 170,000), Output 2.3 (USD 225,000), Output 2.4 (USD 150,000) and Output 2.5 (USD 202,760).		922,760			922,760		922,760	MoFor
Training, Workshops, Meetings	<b>75700.</b> Training and workshops under Output 3.1.1 (5 x USD 15,000 = USD 75,000), Output 3.1.2 (5 x USD 10,000 = USD 50,000), Output 3.1.3 (5 x USD 15,000 = USD 75,000), and Output 3.1.4 (5 x USD 10,000 = USD 50,000).			250,000		250,000		250,000	MoFor
Training, Workshops, Meetings	<b>75700.</b> Training and workshops under Output 3.2.1 (USD 40,000), Output 3.2.2 (USD 30,000), Output 3.2.3 (USD 25,000), and Output 3.2.4 (USD 20,000).			115,000		115,000		115,000	MoFor

Training, Workshops, Meetings	<b>75700.</b> Training and workshops under Output 4.1 (USD 6,630), Output 4.2 (USD 25,000), Output 4.3 (USD 50,000 for domestic conferences and workshops, and USD 50,000 for GWP conferences), and Output 4.4 (USD 56,906).				188,536	<b>188,536</b>			<b>188,536</b>	MoFor
Training, Workshops, Meetings	<b>75700.</b> Workshop expenses for the inception workshop (USD 26,477).						26,477		<b>26,477</b>	MoFor
Travel	<b>71600.</b> Travel expenses are associated with the activities under Output 1.1 (USD 40,132), Output 1.2 (15,000), Output 1.3 (USD 15,000), and Output 1.4 (USD 15,000).	85,132				<b>85,132</b>			<b>85,132</b>	MoFor
Travel	<b>71600.</b> Travel expenses are associated with capacity building events, training workshops, visit to case sites, monitoring, learning exchanges, and other activities under Output 2.1 (USD 30,000), Output 2.2 (50,000), Output 2.3 (USD 50,000), Output 2.4 (USD 75,000), and Output 2.5 (USD 75,000).		280,000			<b>280,000</b>			<b>280,000</b>	MoFor
Travel	<b>71600.</b> Travel expenses are associated with activities under Output 3.1.1 (USD 75,000), Output 3.1.2 (75,000), Output 3.1.3 (USD 125,000), and Output 3.1.4 (USD 75,000).			350,000		<b>350,000</b>			<b>350,000</b>	MoFor
Travel	<b>71600.</b> Travel expenses are associated with activities under Output 3.2.1 (USD 30,000), Output 3.2.2 (30,000), Output 3.2.3 (USD 25,000), and Output 3.2.4 (USD 25,000).			110,000		<b>110,000</b>			<b>110,000</b>	MoFor
Travel	<b>71600.</b> Travel expenses associated with activities under Output 4.1 (USD 30,000), Output 4.2 (30,000), Output 4.3 (USD 20,000 for domestic travel and USD 35,000 for international travel associated with GWP events), and Output 2.4 (USD 25,000).				140,000	<b>140,000</b>			<b>140,000</b>	MoFor
Travel	<b>71600.</b> Travel for Midterm Evaluation – include with Intl. & Nat. Consultants (USD 18,500) and terminal evaluation include with Intl. & Nat. Consultants (USD 18,500).						37,000		<b>37,000</b>	UNDP
Travel	<b>71600.</b> M&E activities Travel – include with Project Site Visits (USD 40,729).						40,729		<b>40,729</b>	UNDP
Office Supplies	<b>72500.</b> Costs for office supplies for the operation of the Project Management Unit, at USD 310 per year for 6 years (USD 1,860).							1,860	<b>1,860</b>	MoFor
Other Operating Costs	<b>74200.</b> Audiovisual and print production costs supporting policy dissemination, outreach and advocacy of activities under Output 1.1 (USD 7,425), Output 1.2 (USD 5,000), Output 1.3 (USD	22,425				<b>22,425</b>			<b>22,425</b>	MoFor

	5,000), and Output 1.4 (USD 5,000).									
Other Operating Costs	<b>74200.</b> Audiovisual and print production costs supporting dissemination, outreach and advocacy of activities under Output 2.2 (USD 12,500), Output 2.3 (USD 10,000), and Output 2.5 (USD 5,000).		27,500			27,500			27,500	MoFor
Other Operating Costs	<b>74200.</b> Output 4.3: Audiovisual and print production costs supporting dissemination, outreach and advocacy (USD 100,815).				100,815	100,815			100,815	MoFor
Other Operating Costs	<b>74100.</b> Financial audits and spot-checks during the 6-year project implementation timeframe, at USD 8,000 per year for 6 years (USD 48,000).						48,000		48,000	UNDP
<b>Grand Total</b>		<b>1,704,082</b>	<b>4,338,319</b>	<b>4,954,105</b>	<b>2,400,461</b>	<b>13,396,967</b>	<b>344,841</b>	<b>687,090</b>	<b>14,428,898</b>	

## ANNEX I: RESPONSES TO PROJECT REVIEWS

From GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF.

N/A

