United Nations Development Programme

Project Document

<table>
<tr><td colspan="3">Project title: Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE)</td></tr>
<tr><td>Country:
Republic of Indonesia</td><td>Implementing Partner
(GEF Executing Entity):
Ministry of Forestry*
*Nomenclature updated as per 21 Oct 2024; used to be Ministry of Environment and Forestry</td><td>Execution Modality:
National Implementation Modality (NIM)</td></tr>
<tr><td colspan="3">Contributing Outcome:
UNSDCF Indonesia 2026-2030
Outcome 2:
A lower-carbon, climate resilient Indonesia succeeds in advancing a just energy transition and decarbonization efforts, and the sustainable management of biodiversity and natural resources for the benefit and well-being of all.

CPD 2026 – 2030
Contributing Outputs:
Output 2.1: Government institutions at national and subnational levels have strengthened policies, regulatory frameworks, and financing capacities for decarbonisation, biodiversity conservation, and ecosystem protection, including environmental quality.
Output 2.3: All individuals and communities, particularly women and youth, adopt innovative and sustainable practices that lessen their environmental impact and strengthen their resilience to climate change and natural disasters.

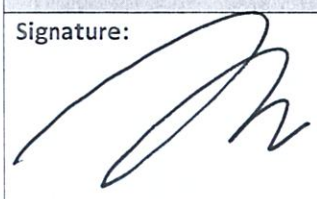
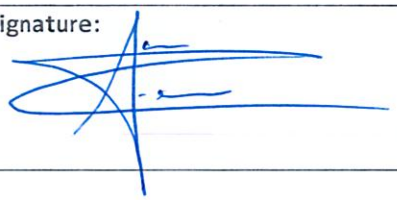
Aligned with UNDP Strategic Plan (2026-2029)
Strategic Objectives: Healthy Planet
Development Output:
A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet.</td></tr>
<tr><td colspan="2">UNDP Social and Environmental Screening Category:
Substantial</td><td>UNDP Gender Marker:
GEN2</td></tr>
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<tr><td colspan="3">Last possible date to submit to GEF: 09 February 2025</td></tr>
<tr><td colspan="3">Latest possible CEO endorsement date: 09 August 2025</td></tr>
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Project duration in months: 72	
Planned start date: *02 January 2026*	**Planned completion date:** *2 January 2032*
Expected date of Mid-Term Review (MTR): *2 January 2029*	**Expected date of Terminal evaluation (TE):** *2 July 2032*
Expected Operational Closure Date: *2 October 2032*	**Expected Financial Closure Date:** *2 April 2033*

Brief project description: 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 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 disease 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_2 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.

FINANCING PLAN	
GEF Trust Fund grant	USD 14,428,898
UNDP TRAC resources	N/A
Confirmed cash co-financing to be administered by UNDP	N/A
(1) Total Budget administered by UNDP	**USD 14,428,898**
(2) Total confirmed co-financing to this project not administered by UNDP	**USD 56,855,400**
(3) Grand-Total Project Financing (1)+(2)	**USD 71,284,298**

SIGNATURES:

Signature: 	**Agreed by Implementing Partner** Dr. Ir. Mahfudz, M.P. Secretary General, Ministry of Forestry	**Date/Month/Year:** 01/12/2025
Signature: 	**Agreed by UNDP** Sara Ferrer Olivella Resident Representative	**Date/Month/Year:** 3/12/2025

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Abbreviations and Acronyms:

AMAN	*Adat* Peoples' Alliance of the Archipelago (*Aliansi Masyarakat Adat Nusantara*)
AWP	Annual Work Plan
BD	Biodiversity
Bappeda	Provincial/District Development Planning Agency
Bappenas	Ministry of National Development Planning
BBKSDA	Natural Resources Conservation Agency (*Balai Konservasi Sumber Daya Alam*)
BIOFIN	The Biodiversity Finance Initiative (UNDP)
BKI	Indonesian Quarantine Agency (*Badan Karantina Indonesia*)
BPPS-NCE-VF	Bureau for Policy and Programme Support, Nature, Climate and Energy, Vertical Fund team
BPS	Statistics Indonesia (*Badan Pusat Statistik*)
BRI	People's Bank of Indonesia (*Bank Rakyat Indonesia*)
BRIN	National Research and Innovation Agency (*Badan Riset dan Inovasi Nasional*)
BUMDes	Village-owned Enterprises (*Badan Usaha Milik Desa*)
CBEA	Conservation of Biological Natural Resources and their Ecosystems Act of 1990
CBO	Community-based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CIWT	Combatting illegal wildlife trade (GEF-6 project)
CPD	Country programme document (UNDP)
CSR	Corporate social responsibility
CTA	Chief Technical Advisor
DD	Due diligence
EID	Emerging infectious diseases
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FAO	Food and Agriculture Organization of the United Nations
FPIC	Free, Prior, and Informed Consent
FMU	Forest Management Unit (*Kesatuan Pengelolahan Hutan*)
FSP	Full Sized Project
Gakkum	Directorate General of Law Enforcement on Environment and Forestry (*Direktorat Jenderal Penegakan Hukum Lingkungan Hidup dan Kehutanan*)
GDP	Gross Domestic Product
GHG	Greenhouse gas
GEF	Global Environment Facility
GEF SEC	Global Environment Facility Secretariat

GRM	Grievance Redress Mechanism
GWP	Global Wildlife Program
ha	Hectare
HACT	Harmonized Approach to Cash Transfers
HWC	Human-Wildlife Conflict
IBSAP	Indonesia Biodiversity Strategy and Action Plan
ICCWC	International Consortium on Combatting Wildlife Crime
INDOHUN	Indonesia One Health University Network
IDR	Indonesian Rupiah
IEF	Indonesian Environment Fund (*Badan Pengelola Dana Lingkungan Hidup*, BPDLH)
INTERPOL	International Criminal Police Organization
IPP	Indigenous Peoples Plan
IUCN	International Union for Conservation of Nature
IWT	Illegal Wildlife Trade
KAP	Knowledge, Attitudes and Practices
KBA	Key Biodiversity Area
KEHATI	Indonesian Biodiversity Fund
KKH	Directorate of Biodiversity Conservation (*Direktorat Konservasi Keanekaragaman Hayati*)
KM	Knowledge management
KSDAE	Directorate General of Natural Resources and Ecosystem Conservation (*Direktorat Jenderal Konservasi Sumber Daya Alam dan Ekosistem*)
KUR	Indonesia's Guaranteed Microfinance Programme
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MoEF	Ministry of Environment and Forestry (*Kementerian Lingkungan Hidup dan Kehutanan, KLHK*)
MoFor	Ministry of Forestry
MTR	Mid-term Review
N/A	Not Applicable and/or Not Assessed
NASTRA	National strategy and action plan
NGO	Non-Governmental Organization
NP	National Park
NR	Nature Reserve
NTFPs	Non-timber forest products
PA	Protected Area
PIMS	Project information management system
PIR	Project Implementation Report
PMU	Project Management Unit
POLRI	Indonesian National Police (*Kepolisian Negara Republik Indonesia*)
POPP	Programme and operations policies and procedures (UNDP)
PPG	Project Preparation Grant
PPNS	Civil Service Investigator (*Penyidik Pegawai Negeri Sipil*)
RPJMN	National Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Nasional*)
RTA	Regional Technical Advisor
SDG	Sustainable development goal
SEAOHUN	South East Asia One Health University Network
SECU	Social and Environmental Compliance Unit
SES	Social and Environmental Standards (UNDP)

SESA	Strategic Environmental and Social Assessment
SESP	Social and Environmental Screening Procedure (UNDP)
SMEs	Small and Medium-sized Enterprises
SOP	Standard Operating Procedure
SRA	Security Risk Assessment
STAP	Scientific and Technical Advisory Panel (GEF)
TBD	To be determined
tCO2e	Tons of carbon dioxide equivalents
TE	Terminal Evaluation
TOR	Terms of reference
TNI	Indonesian National Armed Forces (*Tentara Nasional Indonesia*)
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNTOC	United Nations Convention Against Transnational Organized Crime
USAID	United States Agency for International Development
USD	United States dollar
WBG	World Bank Group
WCD IP	Wildlife Conservation for Development Integrated Program (GEF-8)
WCS	Wildlife Conservation Society
WCO	World Customs Organization
WDPA	World Database on Protected Areas
WR	Wildlife Reserve
WWF	World Wide Fund for Nature

II. DEVELOPMENT CHALLENGE

Global Environmental Significance:

1. Indonesia boasts the second highest level of biodiversity in the world. It is one of the 17 megadiverse countries and has two of the world's 25 biodiversity hotspots, 18 World Wildlife Fund's "Global 200" ecoregions and 24 of Bird Life International's Endemic Bird Areas. It also contains the world's third largest area of rainforest after the Amazon and Africa's Congo Basin. These forests host globally significant biodiversity, including endangered and threatened species such as Sumatran orangutans, critically endangered Sumatran tigers and rhinoceroses. Along with a high diversity of species, the country also has significantly high levels of endemism.

2. Indonesia's biodiversity not only holds intrinsic ecological and cultural value but also plays a critical role in global conservation and health efforts. The country ranks as one of the world's largest exporters in the legal wildlife trade, with over 7.7 million live specimens exported between 1975 and 2021[1]. However, Indonesia also serves as the largest supplier of illegal wildlife products in Asia, with the trade valued at up to USD 1 billion annually[2]. Furthermore, Southeast Asia, including Indonesia, accounts for up to 25% of global demand for illegal wildlife products[3]. This dual role as a source and transit point underscores Indonesia's global significance. Unregulated trade and trafficking not only threaten biodiversity but also heighten the risk of zoonotic disease spillovers, with potentially catastrophic consequences for global health.[4] Addressing these challenges in Indonesia is vital to achieving international conservation and pandemic prevention goals under frameworks like the Kunming-Montreal Global Biodiversity Framework and Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

3. Unregulated trade and trafficking not only threaten biodiversity but also heighten the risk of zoonotic disease spillovers, with potentially catastrophic consequences for global health.[5] 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[6]. In alignment with Indonesia's **National Biodiversity Strategy and Action Plan 2025-2045 (NBSAP)**[7] 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.

4. 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[8]. More recent assessments indicate that the annual value of illegal wildlife trade in Indonesia is up to USD 1 billion,

[1] News Mongabay. (2021). *Indonesia ranks high on legal wildlife trade but experts warn it masks illegal trade*. Retrieved from https://news.mongabay.com/2021/12/indonesia-ranks-high-on-legal-wildlife-trade-but-experts-warn-it-masks-illegal-trade/

[2] Global Environment Facility (GEF). (n.d.). *Race against time: Combatting illegal trade in endangered species in Indonesia*. Retrieved from https://www.thegef.org/news/race-against-time-combatting-illegal-trade-endangered-species-indonesia

[3] Organisation for Economic Co-operation and Development (OECD). (2023). *The illegal wildlife trade in Southeast Asia*. Retrieved from https://www.oecd.org/en/publications/the-illegal-wildlife-trade-in-southeast-asia_14fe3297-en.html

[4] World Bank. (2018). *Illegal wildlife trade in Indonesia*. Retrieved from https://pubdocs.worldbank.org/en/422081541707062138/Indonesia-20181105.pdf

[5] World Bank. (2018). *Illegal wildlife trade in Indonesia*. Retrieved from https://pubdocs.worldbank.org/en/422081541707062138/Indonesia-20181105.pdf

[6] The **Global Action Plan on Biodiversity and Health** is a component of the **Kunming-Montreal Global Biodiversity Framework**, adopted at the 2022 UN Biodiversity Conference (COP15). It emphasizes the interconnection between biodiversity conservation and public health, aiming to reduce zoonotic disease risks while promoting ecosystem resilience. Source: CBD.

[7] IBSAP 2025-2045.pdf

[8] Indonesian National Strategy for Combating Illegal Wildlife Trade, 2022.

reflecting the persistent and escalating economic impact of this illicit activity.[9] 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.

5. Illegal wildlife activities are ranked as the second most frequently handled type of case after illegal logging by the Ministry of Environment and Forestry (MoEF)[10]. The Government has made more effort related to wildlife law enforcement. However, more collaborative effort is still needed to enhance the resources, political commitment, and strengthen interagency cooperation for more impactful results. Building upon the successes of the GEF-6 **Combating Illegal Wildlife Trade (**CIWT) project (GEF ID 9150), this initiative will expand operational cyber patrol teams to enhance online monitoring of illegal wildlife trade and scale up the "Inspiring Women Partners of Forest Rangers" program to increase female participation in conservation efforts. The project will integrate the mobile wildlife identification application and adopt established SOPs on animal handling and DNA forensics, strengthening scientific approaches to enforcement. Collaboration with the Wildlife Genetic Research Forum will further leverage DNA-based analysis to trace and curb illegal wildlife trafficking effectively. Indonesia's position as both a biodiversity hotspot and a critical hub for the global wildlife trade highlights the urgent need for strategic interventions aligned with global frameworks. As part of the GEF-8 Global Wildlife Program (GWP), the LEVERAGE project integrates key GWP entry points to address the root causes of biodiversity loss and illegal wildlife trade. This alignment includes:

- **Combating IWT:** Enhancing law enforcement coordination, deploying cutting-edge technologies such as digital monitoring, and improving regulatory frameworks to disrupt transnational trafficking networks.
- **Community Engagement and Livelihoods**: Promoting sustainable livelihoods such as agroforestry, ecotourism, and sustainable farming, alongside benefit-sharing mechanisms, to reduce dependence on IWT while fostering local stewardship of biodiversity. These initiatives will directly contribute to conservation outcomes by incentivizing community participation and reducing economic pressures driving illegal activities. Co-management frameworks will also be promoted, enabling local communities to share decision-making authority over resource management, develop joint patrol systems, and participate in governance structures that ensure long-term stewardship of biodiversity.
- **Reducing Zoonotic Spillover Risks:** Implementing One Health approaches to mitigate zoonotic risks associated with wildlife trafficking and human-wildlife interactions.
- **Knowledge and Capacity Building**: Contributing to the GWP knowledge platform to share lessons learned, upscale successful interventions, and foster collaboration among GWP countries.

6. Through this alignment, the LEVERAGE project will directly support GEF-8 GWP outcomes by safeguarding critical ecosystems, addressing zoonotic risks, and setting scalable precedents for conservation governance.

Project Purpose:

7. This project is a child project under the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP) and represents one of the 15 national projects competitively selected for the program. WCD IP forms the GEF-8 phase of the GWP and will leverage the existing GWP knowledge platform to enhance collaboration and learning across GEF phases. In this document, WCD IP will hereafter be referred to as GEF-8 GWP to reflect this integration.

8. The purpose of this project is to reduce IWT in Indonesia by addressing its root causes and strengthening enforcement systems. Through capacity development, pilot projects, and adaptive management, the initiative not only targets immediate reductions in IWT but also establishes a sustainable, iterative system

[9] Global Environment Facility (GEF). (n.d.). *Race against time: Combatting illegal trade in endangered species in Indonesia*. Retrieved from https://www.thegef.org/news/race-against-time-combatting-illegal-trade-endangered-species-indonesia

[10] The project was initially proposed under MoEF in 2023, specifically the Directorate General of Law Enforcement on Environment and Forestry. Following the Government of Indonesia's restructuring in October 2024, MoEF was divided into two separate entities. Since then, the project has been led by the Ministry of Forestry (MoFor), DG of Forestry Law Enforcement. The use of both ministry names in the narrative reflects this transition over time and context.

to manage and prevent wildlife crime over the long term. By fostering collaboration among stakeholders, integrating innovative technologies, and enhancing governance frameworks, the project ensures that Indonesia is equipped to combat IWT while protecting biodiversity and mitigating zoonotic risks for future generations and generating livelihoods for local communities.

Target geographies:

9. The project operates at both national and transnational scales to effectively combat illegal wildlife trade (IWT). At the national level, it focuses on strengthening regulatory frameworks, building enforcement capacity, fostering collaborative action, and establishing systems for sustained governance. These efforts aim to enhance Indonesia's ability to prevent, detect, and respond to wildlife crime within its borders. Beyond national boundaries, the project adopts a transnational approach to disrupt supply chains that span local, regional, and global jurisdictions. By targeting key trafficking routes and leveraging international partnerships, the project addresses the interconnected nature of IWT, ensuring comprehensive interventions that align with global conservation and security goals.

10. Site level interventions are planned in Sumatra Island (see **Figure 1**), 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.



Figure 1: Country map

11. 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[11]. 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.

12. Sumatra has seen profound land cover changes in recent decades, with more than 25% (2.5 million ha)[12] 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.

13. Considering this situation, the project plans to focus its interventions on Sumatra by focusing on five protected areas shown below in **Figure 2** and listed in **Table 1**. 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.

[11] 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

[12] WWF, Deforestation Fronts Factsheet, Sumatra

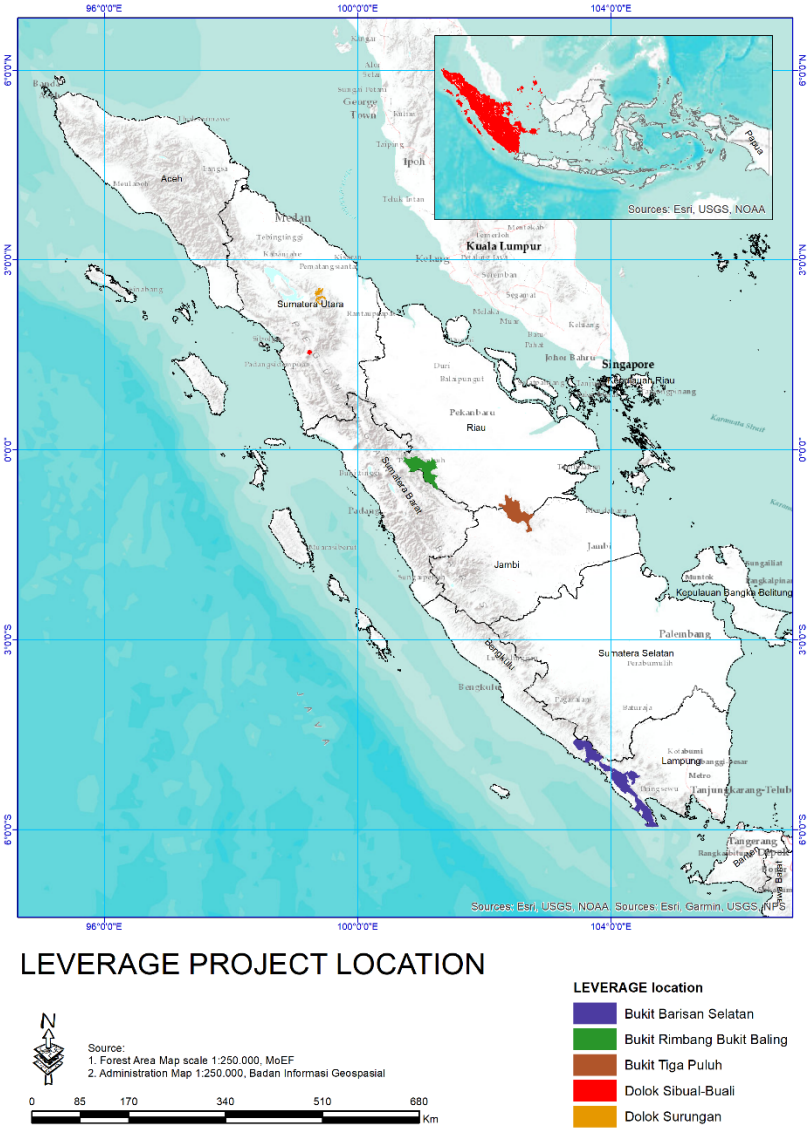


Figure 2: Locations of the five target protected areas

14. The combined total area of the five target protected areas covers 638,846.39 ha, ranging from the 317,103.61-ha Bukit Barisan Selatan National Park to the 5,000-ha Dolok Sibualbuali Nature Reserve. The most recent management effectiveness tracking tool (METT) assessments made of these sites, which are mandated all protected areas in Indonesia through Regulation of the Director General of KSDAE No. P.15/KSDAE-SET/2015, were completed in 2023 (see **Table 1**).

Table 1: Target protected areas

No	Protected Area	Extent (hectare)	Baseline METT Score*	IUCN Category
1	Bukit Barisan Selatan National Park	317,103.61	78	Category II
2	Bukit Tiga Puluh National Park	144,853.89	72	Category II
3	Bukit Rimbang Bukit Baling Wildlife Reserve	148,088.89	56	Category IV
4	Dolok Surungan Wildlife Reserve	23,800.00	57	Category IV
5	Dolok Sibualbuali Nature Reserve	5,000.00	64	Category Ia
	Total potential intervention area	**638,846.39**		
*Baseline METT scores based on assessments made in 2023 and adapted to the GEF format (see **Annex 20**)				

15. Current trends in Sumatra indicate escalating habitat loss, increased human-wildlife conflict, and the rapid decline of critical species, pushing some to the brink of extinction. Over the past 25 years, Sumatra has lost 65% of its forests, with deforestation rates averaging 0.46 million hectares per year between 2000 and 2016[13]. This habitat destruction, driven primarily by agricultural expansion and palm oil plantations, fragments ecosystems and forces wildlife into ever-smaller areas, increasing human-wildlife conflict and poaching pressures. The key species for this project's efforts include:

- **Sumatran Tiger (*Panthera tigris sumatrae*):** Fewer than 400 individuals remain, with populations declining by approximately 70% in recent decades. Habitat loss, HWC, and poaching for the illegal wildlife trade (IWT) are the primary drivers of this decline[14][15].
- **Sumatran Orangutan (*Pongo abelii*):** With an 80% population decrease over the past 75 years, around 6,000-7,000 individuals survive[16], threatened by deforestation and capture for the illegal pet trade[17].
- **Sumatran Rhinoceros (*Dicerorhinus sumatrensis*):** Critically endangered, this species is reduced to fewer than 80 individuals, suffering from habitat fragmentation and poaching[18].
- **Songbirds (e.g., Sumatran Ground Cuckoo):** Critically endangered, with fewer than 250 mature individuals left. The illegal pet trade and deforestation are decimating populations.[19,20]
- **Hornbills and Macaques:** Habitat loss and hunting are driving declines in these emblematic species, critical to forest ecosystems for seed dispersal and ecological balance.[21,22]

Threats and Root Causes:

16. Indonesia faces pervasive threats to its biodiversity, driven by a complex interplay of socio-economic, cultural, and institutional factors. Rapid deforestation, habitat fragmentation, and agricultural expansion, e.g., for palm oil plantations, continue to erode critical ecosystems. At the same time, IWT flourishes because of high domestic and international demand, weak enforcement, and systemic governance challenges. These pressures are compounded by economic vulnerabilities in rural communities, where poaching often provides a means of survival and an additional source of income. Additionally, unregulated wet markets, which are active in parts of Indonesia, contribute to demand for trafficked species such as pangolins, posing both biodiversity and zoonotic risks. Addressing this challenge requires culturally sensitive behavior change initiatives and strengthened enforcement mechanisms. Corruption and a lack of inter-agency coordination also hinder effective enforcement of conservation laws. Together, these drivers create a national context where biodiversity loss accelerates, human-wildlife conflict intensifies, and the risk of zoonotic spillovers grows. Addressing these threats requires an integrated approach that combines strengthened governance, community engagement, and innovative conservation strategies. These pervasive threats align closely with the priorities of the GWP, which emphasizes:

- Combating illegal wildlife trade through strengthened law enforcement, improved governance, and enhanced multi-agency collaboration.
- Protecting biodiversity by addressing habitat degradation and implementing sustainable habitat management.

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[16] Interview with Ian Singleton, Director of Conservation, PlanEco Foundation, Program Konservasi Orangutan Sumatera, Feb 14, 2023. https://www.bing.com/videos/riverview/relatedvideo?q=Whats+the+price+of+an+orangutan+from+sumatra?&mid=A27FFBDB9E8C294A4F72A27FFBDB9E8C294A4F72&FORM=VIRE https://youtu.be/CgOtibdXi84, "The Last Orangutans of Sumatra", min: 4:46.

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[22] Nijman, V., & Nekaris, K. A. I. (2012). Trade in wildlife in Southeast Asia: Regional trends and implications for biodiversity and livelihoods. *Biodiversity and Conservation, 21*(4), 1101–1117. doi:10.1007/s10531-012-0233-0

- Promoting community engagement to reduce economic dependency on illegal wildlife trade, including through behavior change initiatives related to unregulated wet markets, alongside relevant target specific benefit-sharing mechanisms and livelihood diversification.
- Mitigating zoonotic risks associated with wildlife trafficking, unregulated wet markets, and habitat fragmentation through One Health approaches and improved biosafety protocols.

17. The illegal wildlife trade in Sumatra is a profoundly entrenched issue driven by a complex interplay of socioeconomic pressures, high demand in both domestic and international markets and systemic institutional weaknesses. At its core, IWT in the region is sustained by the convergence of various actors and their motivations, operating within an enabling environment that facilitates wildlife exploitation.

18. **Actors in the IWT Network.** The IWT network in Sumatra consists of several distinct but interlinked actors:

- **Local Poachers**: While economically vulnerable individuals driven by subsistence needs or the opportunity to supplement meager incomes, some local poachers are also motivated by the substantial profits available through coordination with intermediaries and local elites. Limited access to public health infrastructure and services, alongside poverty, can exacerbate reliance on poaching as a livelihood strategy, further increasing risks of zoonotic disease transmission[23]. For example, the Talang Mamak community in Bukit Tiga Puluh engages in snaring activities targeting deer and wild boars, as alternative livelihoods remain limited and immediate economic survival takes precedence over longer-term concerns such as zoonotic disease risk.
- **Professional Poachers**: These individuals or small groups employ advanced methods to target high-value species, such as tigers, for international markets. Their operations are marked by a high degree of organization, sophistication, and connection to broader trafficking networks.
- **Intermediaries**: Operating as brokers, middlemen, and in some cases direct buyers, intermediaries link poachers to end-buyers, providing financial backing and logistical support, and creating a layer to obscure the identities of sellers and buyers. They often work under the protection of local elites and use corrupt practices to evade enforcement.
- **Local Elites and Officials**: Influential local figures, including corrupt law enforcement employees, sometimes facilitate IWT through corruption and weak governance, profiting from the trade while shielding illegal activities from scrutiny. There are also gender aspects in this dimension, as these positions are often male dominated in many locations.

19. The project directly targets these actors by aligning with GWP priorities to:

- Build law enforcement capacity to dismantle trafficking networks at local, national, and transboundary levels.
- Introduce innovative technologies, such as digital monitoring and wildlife forensics, to disrupt trafficking supply chains.
- Engage local communities to reduce their reliance on IWT through economic alternatives and conservation incentives.

20. **Economic Drivers**. Economic pressures are a significant root cause of IWT. Communities near protected areas often face fluctuating agricultural yields, low commodity prices for crops like rubber and coffee, and limited alternative livelihoods. These conditions make the financial incentives offered by IWT networks particularly attractive. For some, poaching becomes a secondary income source, while for others, it is an opportunistic activity during lean economic periods. However, for more organized actors - such as intermediaries and local elites - it represents a reliable and highly profitable source of income, often pursued in a coordinated manner. Acknowledging these distinctions is crucial for designing targeted interventions. **Secondary income** suggests a more structured reliance, where individuals intentionally integrate poaching into their livelihoods. This group might be more resistant to alternatives unless viable options are provided. **Opportunistic poaching**

[23] Ecological and socioeconomic factors associated with the human burden of environmentally mediated pathogens: a global analysis. Sokolow, Susanne H et al. The Lancet Planetary Health, Volume 6, Issue 11, e870 - e879, November 2022

reflects a more situational response, driven by immediate economic pressures or scarcity, where individuals may be more willing to abandon the practice when circumstances improve. 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, and improve habitat connectivity to protect the park's biodiversity stewardship. By linking conservation outcomes with improved livelihoods, the project aligns with global strategies to reduce IWT's economic appeal.

21. **Economic Incentives Across Species in Indonesia's Illegal Wildlife Trade.** IWT in Indonesia encompasses a range of species, each presenting unique economic incentives for poachers. The main species traded include songbirds, orangutans, reptiles, Sumatran tigers, and others, and are discussed below:

- **Songbirds:** The demand for songbirds in Indonesia is substantial, driven by cultural practices and the pet trade. A study by TRAFFIC reported that during a three-day survey in 2014, over 19,000 birds representing more than 200 species were observed for sale in Jakarta's bird markets.[24] Prices vary by species and rarity; common species may fetch USD10–U$50 per bird, while rarer ones can command higher prices. If a poacher captures and sells 10 birds monthly at an average of USD30 each, this results in USD300/month[25,26].
- **Orangutans:** In Sumatra, there are around 13,710 Sumatran orangutans inhabiting 20,532.76 square kilometers, while the critically endangered Tapanuli orangutan is limited to just 577-760 individuals within a mere 1,051.32 square kilometers.[27] Orangutans are targeted for the illegal pet trade, with infants being particularly valuable. Between 2006 and 2023, 91 orangutans were repatriated to Indonesia from countries like Thailand, Malaysia, and Vietnam, where they were held as a result of illegal wildlife trade[28]. The Borneo Orangutan Survival Foundation notes that traffickers often kill mothers to obtain infants, which are then sold domestically and internationally.[29] While exact figures vary, reports indicate that hunters may receive approximately USD380 to USD580 for an infant orangutan, which can be sold by a province trader for up to USD6.125. Given the difficulty and risk, a poacher might capture five every year.[30]. Assuming five captures every year at the USD6,000 for provincial traders (middlemen)this averages to USD30,000/year or approximately USD2,500/month. For the local poacher, lower in the supply chain, assuming $400 per animal five times a year is USD2,000 annually or ~$170/month (rounding up). It should be noted that orangutans are killed and eaten as bush meat. According to one study of villagers in Borneo, 56% of the time an orangutan is killed, it's killed for food.[31]
- **Sumatran Tigers:** The Sumatran tiger is critically endangered, with an estimated population of fewer than 400 individuals.[32,33] In the past 10 years (2015-2024), WCS Indonesia has recorded at least 159 tigers that have been traded, either alive or as parts in Indonesia. The skins, fangs, and claws are the most commonly traded parts of tigers. Although not all of them come from poaching in the wild, this number reflects the significant demand at both national and international level. Their rarity makes them infrequent targets for poachers. However, when poached, their parts can fetch high prices. The price of a whole tiger skin at the poacher level in Sumatra ranges between USD2,580 – 4,516 for high-quality skin. Given their scarcity and the high risks, poachers rarely rely on tigers as a consistent income source, except for professional poachers who possess knowledge of tiger poaching, are aware of the prices and market networks, as well as the risks involved and how to mitigate it.
- **Other Species:** Reptiles and amphibians, such as turtles and snakes, are also trafficked. Prices range from USD20 to USD200 per animal. Regular captures could add USD50–USD100/month. Small

[24] Indonesia's Booming Bird Markets Put Songbirds at Risk
[25] Indraswari, K., Friedman, R. S., Noske, R., Shepherd, C. R., Biggs, D., Susilawati, C., & Wilson, C. (2020). It's in the news: Characterising Indonesia's wild bird trade network from media-reported seizure incidents. Biological Conservation, 243.
[26] Krishna, V. V., Darras, K., Grass, I., Mulyani, Y. A., Prawiradilaga, D. M., Tscharntke, T., & Qaim, M. (2019). Wildlife trade and consumer preference for species rarity: An examination of caged-bird markets in Sumatra. Environment and Development Economics, 24(04), 339-360. doi:10.1017/s1355770x19000081
[27] Ministry of Forestry – Orangutan symposium on December 10, 2025
[28] Ministry of Forestry – Orangutan symposium on December 10, 2025
[29] The baby trade torturing orangutans to extinction - ABC News
[30] Based on recent discussions with IAR intelligence staff.
[31] Ibid.
[32] Skin and Bones: Tiger Trafficking Analysis from January 2000–June 2022 - Wildlife Trade Report from TRAFFIC
[33] Skin and Bones: Tiger Trafficking Analysis from January 2000–June 2022 - Wildlife Trade Report from TRAFFIC

mammals like pangolins are highly valued, with prices reaching up to USD1,000 per animal. However, due to their declining populations, captures are infrequent.[34,35,36]

22. **IWT economic risk-adjusted income model for rural poachers.** To understand the financial motivations driving poachers, a simple risk-adjusted income model (see **Box 1**) was developed during the project preparation phase that considers the potential earnings from IWT alongside the likelihood and consequences of apprehension, base incomes, and incomes for alternative livelihoods. The model estimate income from capturing high-value species like songbirds and orangutans and the supplemental value of bush meat.

Combined Monthly Income Estimate

- **Songbirds**: USD300/month
- **Orangutans**: USD170/month
- **Other Species**: USD75/month
- **Total Estimated Income**: ~USD450/month
- **Bush Meat Value**: +USD50/month
- **Total IWT Income**: ~USD600/month

Baseline Income for Rural Poachers

Rural agricultural workers in Indonesia typically earn between USD50 and USD150 per month, depending on region and job type. For this model, USD50 is used as the baseline, representing a worst-case scenario for subsistence farming incomes. Middlemen and local elites in the IWT supply chain earn more but face different economic incentives and risks.

Opportunity Costs and Alternative Livelihoods

Sustainable livelihoods, such as agroforestry, present a viable alternative to IWT. These options can generate incomes of USD200–$300 per month, with a model baseline of USD250. However, agroforestry requires significant upfront investment in tools, training, and land preparation, as well as access to stable commodity markets. The reliance on these markets, often subject to volatility, limits the attractiveness of this option compared to the immediate and higher returns of poaching.

Probability of Not Getting Put in Jail (p1)

Enforcement in rural and remote regions is weak, with poachers facing an estimated 90% likelihood (p1) of evading jail time (WWF Indonesia, 2018). This high probability of avoiding legal consequences continues to make poaching a financially attractive activity despite its legal risks. In this binomial model, the probability of going to jail (p2) is calculated as 1 minus the probability of avoiding jail (p1), which is 10%

Jail Time and Economic Costs

Convicted poachers typically face sentences of 1–5 years, with an average of 2 years. The economic cost of incarceration includes lost income and fines:

- **Lost Income**: At USD50/month, two years of incarceration results in USD1,200 in foregone earnings. Adjusting for a high discount rate of 40% annually (3.3% monthly), the present value of this loss is ~USD794.
- **Fines**: Previously capped at 100 million rupiah (~USD8,426), the maximum fine has now increased dramatically to 5 billion rupiah (~USD421,300) under the revised Law on Conservation of Biological Natural Resources (2024). For this model, we assume a fine of USD70, reflecting penalties typically levied against rural poachers. While substantial relative to their economic means, such fines remain significantly lower than the maximum penalty levels prescribed by law.
- **Total Costs**: Combining discounted lost income (~USD794) and fines (USD70), the total economic cost of incarceration is ~USD864.

Risk-Adjusted Income

Accounting for the 10% probability of apprehension and jail time, the risk-adjusted income from IWT drops from USD500/month to ~USD454/month[37]. This figure remains significantly higher (900%) than subsistence farming income (USD50/month) and 180% higher than the agroforestry alternative (USD250/month). However, improvements in enforcement could drastically alter this calculation.

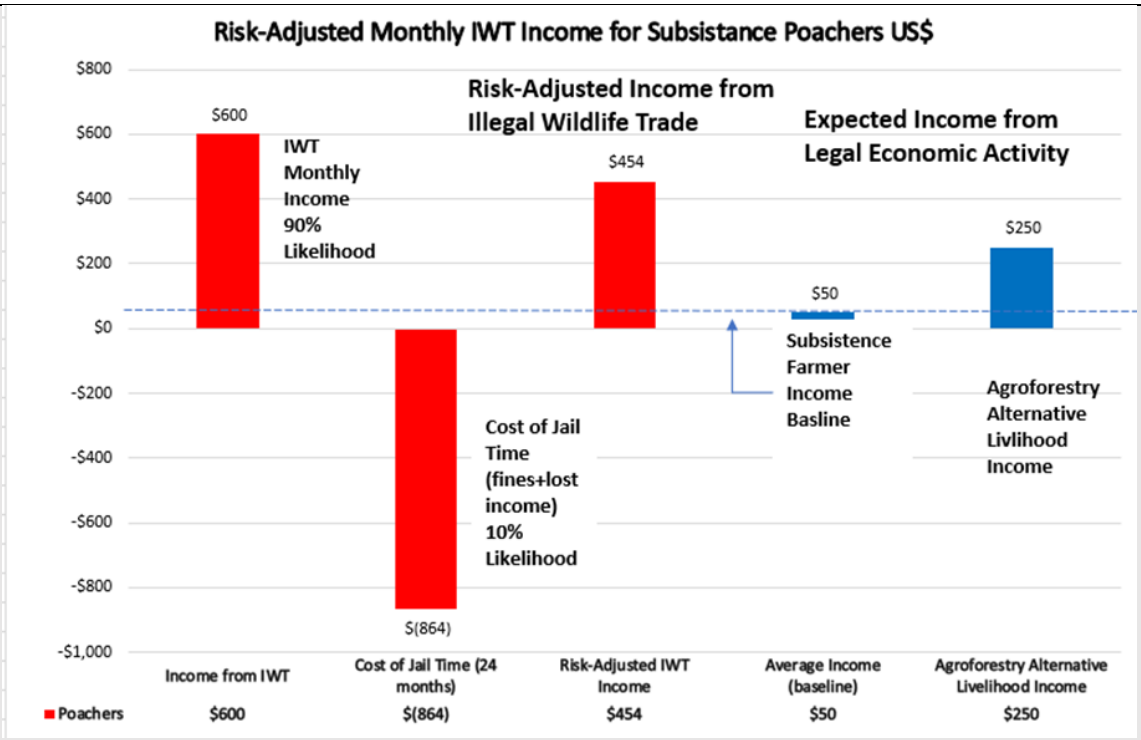
Visualizing the Economic Choices

[34] Nijman, V., & Shepherd, C. R. (2007). Trade in non-native, CITES-listed, wildlife in Asia, as exemplified by the trade in freshwater turtles and tortoises (Chelonidae) in Thailand. *Contributions to Zoology, 76*(3), 207-212. https://doi.org/10.1163/18759866-07603004

[35] Challender, D. W. S., Harrop, S. R., & MacMillan, D. C. (2015). Understanding markets to conserve trade-threatened species in CITES. *Biological Conservation, 187*, 249-259. https://doi.org/10.1016/j.biocon.2015.04.015

[36] Heinrich, S., Wittmann, T. A., Prowse, T. A. A., Ross, J. V., Delean, S., Shepherd, C. R., & Cassey, P. (2016). Where did all the pangolins go? International CITES trade in pangolin species. *Global Ecology and Conservation, 8*, 241-253. https://doi.org/10.1016/j.gecco.2016.09.007

[37] The IWT Risk-Adjusted Income model calculates expected income from illegal wildlife trade (IWT) as the sum of income generated by IWT multiplied by the probability of avoiding jail (p1) and the financial loss incurred from jail time multiplied by the probability of incarceration (p2): Income = (IWT Income × p1) + (IWT Loss × p2).



The comparative graph illustrates five key income streams:

1. **IWT Income (USD600)**: The highest income option, unadjusted for risks.
2. **Cost of Incarceration (-USD864)**: Reflects the financial losses if apprehended, including discounted lost income and fines.
3. **Risk-Adjusted Income (USD454)**: Accounts for the 10% probability of capture and incarceration.
4. **Baseline Farming Income (USD50)**: Representing subsistence-level earnings.
5. **Agroforestry Income (USD250)**: A sustainable alternative requiring upfront investment and market access.

A dashed horizontal line at USD50 highlights the baseline income for comparison. The graph starkly shows how poaching, even when risk-adjusted, offers over 9x the baseline farming income. It also exceeds the alternative livelihood income of agroforestry by USD200/month, making IWT the more attractive option despite its risks.

Policy Implications

In August 2024, Indonesia enacted **Law No. 32/2024 on Nature Conservation**, introducing stricter penalties for wildlife trafficking. This law increased penalties—from a maximum fine of USD8,426 to USD421,300 and jail terms rising from 5 to 15 years and has the potential to significantly deter poaching. However, penalties alone are insufficient without significant improvements in enforcement and prosecution rates. As shown in our model, for these penalties to impact behavior, the likelihood of apprehension, fines, and jail time must rise substantially.

To make IWT an uneconomical choice, this project will:

1. **Strengthen Enforcement**: Increase the probability of apprehension and prosecution to shift the risk-adjusted income below the baseline or alternative livelihoods.
2. **Enhance Livelihoods**: Address barriers to agroforestry and other sustainable income sources, ensuring they are viable and competitive.
3. **Community Engagement**: Raise awareness about the penalties and promote alternatives to poaching.

Box 1: Poacher's economic model

23. While the financial incentives for poachers are significant, the economic dynamics of IWT extend beyond the forest and into the more structured roles of intermediaries and local elites. These actors operate at higher levels of the IWT network, leveraging their positions to maximize profits while minimizing personal risks. Their participation sustains the trade and perpetuates the enabling conditions that make IWT such a persistent challenge.

24. Intermediaries play a pivotal role in connecting poachers with buyers and facilitating the movement of wildlife through the supply chain. Their base income from legal activities is typically USD 300–USD500 per month, often derived from small-scale trading or informal business ventures. However, within the IWT network, intermediaries can earn substantial commissions, ranging from USD 500 to USD 1,000 per transaction for high-value species like orangutans or reptiles. With multiple transactions per year, their annual earnings from illegal trade can exceed USD 10,000. Unlike poachers, intermediaries operate with greater anonymity and logistical

distance from the initial capture of wildlife, significantly lowering their probability of arrest or prosecution. This relative safety further incentivizes their involvement in the trade.

25. Local elites, including village leaders and influential figures, also play a critical role in IWT operations. These individuals often provide protection, logistical support, and even governance cover for trafficking networks. Their financial incentives are considerable, as they frequently extract bribes or profits from traffickers. Although base incomes for elites vary widely, those engaged in IWT can receive annual payments or commissions exceeding USD 10,000. Their entrenched influence over local governance and enforcement agencies drastically reduces their risks, allowing them to operate with near-total impunity. This powerful incentive structure further entrenches their involvement and complicates efforts to dismantle the IWT networks they support.

26. Together, intermediaries and local elites form an essential link in the IWT supply chain, bridging the gap between local poachers and broader trafficking networks. Their economic motivations and relatively insulated positions within the trade highlight the need for targeted interventions that address not only the financial drivers but also the systemic corruption and weak governance that enable their participation.

27. **Insights.** This analysis highlights the disproportionate financial incentive for poaching, even when accounting for the risk of incarceration. For individuals with limited economic opportunities, the immediate gains from participating in the illegal wildlife trade (IWT) often outweigh the relatively low probability and cost of legal repercussions. Additionally, bush meat derived from hunting provides a critical supplemental food source for many poachers, adding implicit value to their activities. While this benefit does not directly translate into monetary income, it further entrenches poaching as a viable livelihood strategy, especially in rural areas with few alternatives.

28. The poacher's model in this project focuses specifically on individuals with limited economic opportunities because this group represents the most viable entry point for intervention. Subsistence-level poachers are more likely to shift to alternative livelihoods if these options are perceived as stable and profitable, making livelihood diversification and benefit-sharing mechanisms effective deterrents. Additionally, this group is believed to represent a significant volume of poaching activity, particularly for species targeted for local consumption or opportunistic trade. By focusing on this tier, the project can achieve meaningful impact through scalable community engagement strategies.

29. It is recognized that the illegal wildlife trade network is sustained by other actors whose motivations and operational dynamics differ. Intermediaries, who provide financial backing, logistics, and connections to broader markets, often engage in IWT due to high profit margins and lower perceived risks. For these actors, the project emphasizes strengthened enforcement, intelligence-sharing, and disrupting supply chain linkages. Meanwhile, local elites and officials, whose involvement may stem from corruption or influence over local governance structures, require governance reforms, transparency measures, and anti-corruption strategies to reduce their enabling role in IWT.

30. While this proposal does not develop separate economic models for these higher-tier actors, it incorporates strategic interventions targeting their specific roles in the IWT value chain. This tiered approach ensures that interventions are aligned with the unique drivers of participation across all levels of the network.

31. **Policy Implications.** To disrupt this economic calculus, interventions must address the underlying drivers of IWT at multiple levels:

- **Increase the Risk of Capture**: Strengthen enforcement mechanisms through measures such as enhanced patrols, community-based monitoring systems, and the deployment of technological interventions like drones and camera traps. These efforts can reduce the probability of evading detection and increase the perceived costs of poaching.
- **Shift Opportunity Costs**: Expand and enhance alternative livelihood programs, including agroforestry or conservation-linked agriculture, that offer sustainable incomes of USD200–USD300 per month. These initiatives should include capacity-building, market access, and financial support to ensure viability and appeal.
- **Reduce Immediate Incentives**: Provide direct incentives for legal conservation activities, such as payments for ecosystem services, rewards for community participation in anti-poaching initiatives, or

grants for sustainable development projects. These measures can reduce the economic reliance on IWT by creating positive financial alternatives.

- **Certainty of punishmen**t: The certainty of punishment imposed on all levels of perpetrators committing crimes against wildlife can create a deterrent effect, as offenders will perceive that the law is enforced firmly and without discrimination.

32. These insights underscore the necessity of addressing the economic incentives that drive poaching, while simultaneously targeting the systemic corruption and weak governance that enable intermediaries and local elites to profit from illegal activities. Comprehensive strategies must integrate enforcement, economic development, and community engagement to create a sustainable path away from IWT.

33. **Cultural and Behavioral Factors.** Cultural attitudes toward wildlife and the demand for exotic species further perpetuate IWT. Songbirds such as laughingthrushes are prized for their vocal attributes and are openly sold in North Sumatran markets, including wet markets, which serve as important conduits for wildlife trade due to high local and regional demand. Similarly, the cultural prestige associated with owning exotic pets like orangutans or using tiger parts in traditional medicine fuels the trade. Indonesian society also tends to capture wildlife rather than let it live in the wild, with wet markets further normalizing the availability of wildlife for consumption and trade. This tendency is a major factor contributing to the presence of many opportunistic poachers. Based on research conducted by UNODC through interviews with wildlife crime offenders in prisons in Indonesia, they stated crimes against wildlife do not carry a negative stigma in society. As a result, the offenders are easily accepted back into the community after serving their sentences. In fact, a negative stigma towards offenders also contributes to the deterrent effect (see **Annex 28**: *Baseline report on understanding the human dimensions in wildlife related crimes*).

34. Addressing these cultural and behavioral drivers requires tailored behavior change strategies focused on supply-side actors. The project focuses on shifting community norms by integrating behavioral nudges within livelihood development, enhancing perceived risks through effective enforcement, and promoting trust in legal frameworks. This approach ensures behavior change contributes to sustainable biodiversity outcomes while remaining aligned with project resources and priorities.

35. **Institutional Weaknesses.** Institutional gaps significantly exacerbate the IWT problem. Local enforcement agencies are under-resourced and unable to monitor vast areas effectively. Corruption within enforcement bodies, coupled with poor inter-agency coordination, creates loopholes that traffickers exploit. Moreover, customary institutions and village administrations often lack the authority or capacity to enforce wildlife protection laws, further enabling illegal activities. Importantly, IWT networks continue to evolve, employing increasingly sophisticated and adaptive practices that often outpace the available institutional capacities, skills, and coordination mechanisms. Addressing this dynamic requires sustained investments in capacity-building, cross-agency collaboration, and innovative enforcement strategies designed to match the complexity of these networks.

36. A critical but often overlooked driver of environmental degradation and biodiversity loss in Indonesia is the dual failure of its legal and financial systems. These failures manifest at two key stages: first, when legal delays prevent cases of environmental destruction from reaching judgment; and second, when penalties, even after judgments are secured, remain unpaid due to fragmented financial systems. Together, these systemic weaknesses undermine conservation efforts, exacerbate habitat loss, increase HWC, and fuel IWT. Habitat degradation reduces foraging and hunting grounds, forcing species into closer contact with human populations—heightening both zoonotic spillover risks and opportunities for poaching and trafficking.

37. This project directly addresses both bottlenecks. Legal system weaknesses will be tackled through regulatory reforms under Component 1, streamlining judicial processes to reduce delays and ensure timely judgments. Simultaneously, mapping Indonesia's environmental financial system will ensure that, once judgments are made, penalties are swiftly and transparently remitted into conservation projects. This two-pronged approach establishes a clear enforcement-to-impact pathway, addressing root causes of habitat loss, reducing HWC, and mitigating IWT risks by restoring foraging grounds and securing biodiversity conservation.

38. **Enabling Context.** The geographic and logistical realities of Sumatra provide fertile ground for IWT. Remote locations, porous borders, and extensive forest cover allow poachers and traffickers to operate with relative impunity. Infrastructure such as roads within protected areas, like those in Bukit Barisan Selatan National Park, facilitates illegal access for poaching and habitat destruction.

39. **Conservation Challenges and Opportunities.** Despite these threats, opportunities for intervention exist. Building on lessons learned from the GEF-6 CIWT project (GEF ID 9150), which strengthened community-based conservation efforts through ranger programs, wildlife protection agreements, and enhanced enforcement frameworks, this project will scale up successful approaches to achieve broader impact. Community-based conservation initiatives, such as ranger programs and wildlife protection agreements with customary institutions, have shown promise. Strengthening these initiatives, alongside targeted capacity-building for law enforcement and economic incentives that improve the chances for conservation based sustainable livelihoods such as payments for ecosystem services, small-business grants, and sustainable enterprise training, can disrupt the enabling environment for IWT and foster long-term community support for conservation.

Baseline scenario and associated baseline projects and initiatives

40. The 1990 Conservation of Biological Natural Resources and their Ecosystems Act (CBEA) laid the foundation for Indonesia's conservation framework. This legislation recognized the need to safeguard biodiversity and ecosystems, establishing initial legal structures for protected areas and restrictions on wildlife trade (Law No. 5 of 1990). However, it did not address critical law enforcement challenges, such as clarifying institutional roles across jurisdictions or establishing effective penalties for corporate actors involved in environmental violations[38].

41. The CBEA framework focused heavily on protected areas and wildlife classification systems but provided limited mechanisms for financial recovery or ecological restoration.[39]. Moreover, it did not offer a comprehensive strategy to manage the intersection of conservation with private sector activities or address the challenges of habitat fragmentation across terrestrial and marine ecosystems.[40] This narrow focus created gaps in implementation, especially as rapid economic development, including agriculture, tourism, and mining, placed new pressures on biodiversity.[41]

42. Over time, regional and national governance structures emerged with overlapping mandates. Provincial governments were granted authority over resource management, while national bodies like the Ministry of Environment and Forestry (MoEF) retained overarching responsibility for law enforcement.[42] The absence of clearly delineated roles caused coordination challenges, leaving wildlife conservation vulnerable to regulatory inconsistencies and under-enforcement.

43. In July 2024, Indonesia responded to these systemic weaknesses by passing the Bill on Conservation of Biological Natural Resources and their Ecosystems into law (Law No. 32 of 2024), an ambitious amendment to CBEA Law 5 of 1990. Law No. 32 of 2024 introduces corporate accountability as a cornerstone of conservation policy, imposes stricter penalties for violations, and expands legal protections to cover not just terrestrial reserves but also marine and coastal ecosystems. The amended law further aims to align Indonesia's conservation framework with international best practices, promoting sustainable use and benefit-sharing mechanisms.[43] For more information on the policy, legal, and institutional frameworks underpinning this law (see **Annex 19:** *Baseline review of policy, legal, and institutional frameworks*), and for insights into enforcement mechanisms and tools addressed by the legislation, refer to **Annex 25** (*Baseline report on tracking wildlife crime cases, forensic techniques and surveillance tools*).

[38] Eryan, A. (2024). *Review on Illegal Wildlife Trade Provisions in Indonesia: Cost-Benefit Analysis and Law Enforcement. Indonesian Journal of International Law,* 21(5), 35–66. p. 35.
[39] Ibid., pp 30-40.
[40] Samedi, 2015. …
[41] Mahandara, A. (2024, July 30). What to Expect: Bill on Conservation of Living Natural Resources and Its Ecosystems, and Detailed Regulations Anticipated to Affect M&A. *Alta Mahandara*.
[42] Eryan, A. (2024). *Review on Illegal Wildlife Trade Provisions in Indonesia: Cost-Benefit Analysis and Law Enforcement. Indonesian Journal of International Law,* 21(5), 35–66. p. 48.
[43] Mahandara, A. (2024, July 30). What to Expect: Bill on Conservation of Living Natural Resources and Its Ecosystems, and Detailed Regulations Anticipated to Affect M&A. *Alta Mahandara*.

Objective and barriers to achieving it

44. The project objective 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 both men and women. The project strategy addresses the following barriers that are hindering effective and coordinated wildlife management. Aligned with the GEF-8 GWP priorities, this project identifies key barriers that hinder biodiversity conservation and wildlife trade management. Each barrier reflects a critical gap that this project seeks to address through innovative, multi-sectoral approaches.

Barriers hindering effective and coordinated wildlife management:

45. **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.[44] 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.

46. 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.

47. Permit issuance remains problematic, especially for wildlife breeding programs and the exotic pet trade, where regulatory loopholes continue to enable illegal activities.[45] 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.[46]

48. 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.[47] 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.[48]

49. **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.

[44] Ibid.
[45] Eryan, A. (2024). *Review on Illegal Wildlife Trade Provisions in Indonesia: Cost-Benefit Analysis and Law Enforcement. Indonesian Journal of International Law,* 21(5), 35–66. P. 42.
[46] UNDP. (2022). *GEF–Combating Illegal Wildlife Trade (CIWT).* Accessed from https://www.undp.org/indonesia/projects/gef-combatting-illegal-wildlife-trade-ciwt.
[47] Eryan, A. (2024). *Review on Illegal Wildlife Trade Provisions in Indonesia: Cost-Benefit Analysis and Law Enforcement. Indonesian Journal of International Law,* 21(5), 35–66. P. 50.
[48] UNTOC. (2020). United Nations Convention Against Transnational Organized Crime. Opened for signature 12 Dec. 2020.

50. 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.

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

- **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[49] 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.

52. 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.

53. **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[50]; Anagnostou & Doberstein, 2022[51]). 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.[52]
- **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.[53]

[49] Communicated during the national stakeholder consultation workshop, December 2024, Bogor, the Ministry and WCS are working on a proposed wildlife conservation financing "window" under the Indonesia Environment Fund.
[50] Nijman, V., et al. 2022. "Disentangling the Legal and Illegal Wildlife Trade—Insights from Indonesian Wildlife Market Surveys." *Animals* 12, No. 5: 14
[51] Anagnostou, M., & Doberstein, B. 2022. "Illegal Wildlife Trade and Other Organized Crime: A Scoping Review." *Ambio: A Journal of Environment and Society* 51: 1615
[52] OECD. 2022. *The Illegal Wildlife Trade in Southeast Asia: Institutional Capacities in Indonesia, Singapore, Thailand, and Vietnam.* Paris: OECD Publishing.
[53] Eryan, A. "Review on Illegal Wildlife Trade Provisions in Indonesia: Cost-Benefit Analysis and Law Enforcement." *Indonesian Journal of International Law* 21, no. 5 (2024): 35–66. https://doi.org/10.17304/ijil.vol21.5.1877.

- **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[54]
- **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[55]; OECD, 2022[56]).

54. 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.

55. **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.[57] 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.[58] 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.

56. 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.[59] While stronger sanctions have been introduced through the legislative reforms, poor coordination between national and regional governance frameworks leaves enforcement fragmented, reducing deterrence.[60] Furthermore, underlying socioeconomic factors continue to drive poaching as a livelihood strategy for local communities with limited alternative income sources.[61] 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.

57. **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.

58. 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[62].

[54] UNODC. "Corruption and Wildlife and Forest Crime." *United Nations Office on Drugs and Crime*, 2023. https://www.unodc.org/unodc/en/corruption/wildlife-and-forest-crime.html
[55] CITES Secretariat. 2020. *Convention on International Trade in Endangered Species of Wild Fauna and Flora.* Geneva: CITES, 2020
[56] OECD. 2022 *The Illegal Wildlife Trade in Southeast Asia: Institutional Capacities in Indonesia, Singapore, Thailand, and Vietnam.* Paris: OECD Publishing.
[57] Convention on International Trade in Endangered Species (CITES). *Annual Wildlife Trade Report* (2023).
[58] Mahandara, A. *What to Expect: Bill on Conservation of Living Natural Resources and Its Ecosystems and the Impact on M&A Compliance* (2024).
[59] Hancock, D. & Setiadi, T. *Enforcement Challenges in Indonesia's Conservation Governance: A Policy Review* (2021).
[60] KSDAHE. *KSDAHE Bill 2024: New Protections, New Challenges* (2024)
[61] Center for International Forestry Research (CIFOR). *Wildlife Crime and Livelihoods: Insights from Southeast Asia* (2022).
[62] Food and Agriculture Organization (FAO). *Zoonotic Spillovers and Risk Management in Asia-Pacific Borders* (2021).

59. 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.[63] 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[64]. 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.

60. 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[65]. 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.

61. 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.

62. **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.[66] 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.

63. **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.[67]

64. 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

[63] Hancock, D. & Setiadi, T. *Enforcement Challenges in Indonesia's Conservation Governance: A Policy Review* (2021).
[64] Adnyana, I. M. D. M., Utomo, B., Eljatin, D. S., & Sudaryati, N. L. G. (2023). One Health approach and zoonotic diseases in Indonesia: Urgency of implementation and challenges. *Narra J*, 3(3), e257. https://doi.org/10.52225/narra.v3i3.257
[65] Ibid.
[66] Ministry of Environment and Forestry (KLHK), *Annual Report on Enforcement Capacity and Wildlife Crime Tracking* (2023).
[67] World Bank, *Strengthening Community-Based Conservation in Southeast Asia: A Regional Assessment* (2021).

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.

65. 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.

Consistency with national priorities and multilateral environmental agreements

66. 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 particularly National Priority (PN) 2 with its intervention that support enhanced forest protection and conservation of biodiversity and ecosystems. Furthermore, through its various capacity-building initiatives, the project will also contribute to National Priority 4, which emphasizes the development of quality human resources, science, and technology in a gender-responsive manner, and National Priority 6 by focusing on building economic equality and poverty eradication through development initiatives starting at the village level, ensuring that progress is inclusive and community driven. 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.

67. 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.

68. 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 Goal 3, which calls for effective protection and management of protected areas in high biodiversity value areas; protecting and conserving species and genetic diversity (Goal 4); strengthening resilience to the impacts of climate change, including through prevention of loss of forests and other ecosystems (Goal 7); generating multiple environmental and socioeconomic benefits through the sustainable use of biodiversity (Goal 8); promoting innovation and knowledge sharing (Goal 13); strengthening knowledge through integration of data and information on biodiversity (Goal 15); mainstreaming of biodiversity into national development planning (Goal 16), and ensuring inclusive participation and representation of Indigenous Peoples and local communities, women, youth and socially marginalized groups (Goal 17).

69. 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.

70. 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.

71. 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.

Relevance to Sustainable Development Goals (SDGs) and post-2020 Global Biodiversity Framework:

72. The project is relevant to the Sustainable Development Goals (SDGs), including SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and SDG 15 (Life on Land), and SDG 17 (Partnerships for the Goals), as outlined below in **Table 2.**

Table 2: Project contributions towards Sustainable Development Goals

SDG	Project Contribution:
	Strengthened engagement of local communities through collaborative management of protected areas, including initiatives focused on enhancing and diversifying livelihood opportunities, contributing towards achievement of targets 1.4 and 1.b.
	The project's gender action plan promotes women's full and effective participation and equal opportunities and decision-making in natural resource management and initiatives aimed at combating IWT, contributing towards achievement of target 5.5. Skills development and capacity building, including the use of digital technologies, will contribute towards achievement of target 5.b. Policy and regulatory frameworks will promote gender equality and empowerment of women (target 5.c). The project will also support the elimination of all forms of violence against women and girls, including trafficking and sexual and other types of exploitation (target 5.2).
	Knowledge management and communications activities will focus on ensuring stakeholders have increased access to information and knowledge related to wildlife conservation and natural resource management, as well as climate change (aligned with target 12.8).
	Increased awareness and strengthened capacities on climate change adaptation and mitigation, including improved management of protected areas, reduced encroachment and conversion of forest areas, contributing towards achievement of target 13.3.
	Improved management and governance of terrestrial protected areas and broader landscapes, strengthened wildlife conservation and reduced threats to threatened and endangered species will contribute towards achievement of targets 15.1 and 15.2.
	Enhancing South-South and triangular regional and international cooperation on collaborative initiatives (including the GEF-8 GWP) with new or existing partners to advance knowledge associated with inclusive wildlife conservation (target 17.6); promote public-private partnerships on conservation and sustainable use of biodiversity and natural resources (target 17.17).

73. The project will also contribute to the achievement of the targets outlined in the Kunming-Montreal Global Biodiversity Framework [68], including the following:

Table 3: Project contributions towards GBF targets

GBF target	Expected project contribution
Target 1:	Improved management of more than 600,000 ha of terrestrial protected areas and broader landscapes, while respecting the rights of Indigenous peoples and local communities.
Target 2:	Maintenance of connectivity of globally significant biodiversity through improved management of protected areas, increased engagement and awareness of local communities, and improved law enforcement capacities, systems, and practices.

[68] CBD, 22 December 2022. Final text of Kunming-Montreal Global Biodiversity Framework

GBF target	Expected project contribution
Target 3:	Improved management of more than 600,000 ha of terrestrial protected areas, as measured by improved management effectiveness tracking tool scores.
Target 8:	Strengthening protection of forest ecosystems through reducing encroachment and conversion within and near terrestrial protected areas.
Target 19:	Mechanism for financing wildlife conservation developed or strengthened
Target 20:	Enhanced South-South and triangular regional and international cooperation on collaborative initiatives (including the GEF-8 GWP) with new or existing partners to advance knowledge on development and management of coastal and marine ecosystems.
Target 21:	Strengthened utilization of ecological valuation in wildlife conservation, improved management of protected areas, increasing protection of threatened and endangered species.
Target 22:	Implementation of FPIC policies related to inclusion of Indigenous peoples and local communities in wildlife conservation, reducing IWT; promotion of women's full and effective participation and equal opportunities and decision-making in the management natural resources.
Target 23:	Promotion of women's full and effective participation and equal opportunities and decision-making in the management of natural resources; Skills development and capacity building for women, including the use of digital technologies; Policy and regulatory frameworks promoting gender equality and empowerment of women; Promotion of the elimination of all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

Relevance to the UNDP Strategic Plan 2022-2025 and Country Programme:

74. The expected project results will also contribute towards achievement of the **UNDP Strategic Plan (2022-2025),** namely Output Signature Solution #4 (Environment); contributing to UNDP SP Result 4.1: "Natural resources protected and managed to enhance sustainable productivity and livelihoods"; and Result 4.2: "Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions". Under the Integrated results and resources framework (IRRF) of the UNDP Strategic Plan, the project will contribute towards Indicator 4.1.1 ("Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources"), Indicator 4.1.2 (Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime) and Indicator 4.2.1 ("Number of people directly benefitting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources").

75. The project is also aligned with Outputs 3.2 and 3.4 of the **UNDP Indonesia Country Programme Document** (2024-2028), as well as the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 for Indonesia. Specifically, the project supports UNSDCF Outcome 3 by strengthening governance frameworks and institutional capacities to manage ecosystems and biodiversity sustainably (Output 3.2). Additionally, the project focus on wildlife conservation, prevention of IWT, and community engagement aligns with efforts under UNSDCF Output 3.4 to implement conservation strategies that integrate local priorities with global environmental benefits. Components 2 and 3 directly contribute to these objectives by fostering inter-agency collaboration, strengthening enforcement mechanisms, and promoting sustainable supply chain management for biodiversity protection.

III. STRATEGY

76. The LEVERAGE project addresses the interconnected drivers of IWT in Indonesia through an integrated Theory of Change (ToC), depicted in **Figure 3**. The strategy emphasizes four core components: governance reform, law enforcement strengthening, sustainable livelihoods, and knowledge exchange. Through these interventions, the project reflects the evolving priorities of GEF-8 programming, which emphasize systems-level approaches to tackling biodiversity loss and illegal wildlife trade. Unlike earlier GEF phases, GEF-8 calls for integrated strategies that address interconnected drivers of conservation challenges, such as habitat degradation, transboundary trafficking networks, and weak governance frameworks. These principles are central to the LEVERAGE project's design, which links enforcement reforms, community-driven solutions, and knowledge-sharing mechanisms to create scalable and lasting impact. Building on this foundation, GEF-8 also integrates One Health principles to mitigate zoonotic spillover risks and prioritizes innovative financing mechanisms like conservation trust funds. By aligning with these priorities, the LEVERAGE project ensures its interventions strengthen enforcement capacity, empower communities with sustainable livelihoods, and address the root causes of IWT, making it a model for both national and regional impact.

77. The project's ToC recognizes that regulatory and enforcement reforms must be underpinned by sustainable financing mechanisms. Building on and complementing the ongoing initiative in the country a mapping of Indonesia's environmental financing system will identify existing financial flows and inform the need for, and design of, a trust fund or the optimization of current financial streams. This mapping will identify existing financial flows related to environmental fines and penalties, addressing systemic fragmentation that currently prevents timely remittance of enforcement-generated revenues. By establishing transparent financial pathways, the mapping exercise will ensure that penalties, once secured through improved legal processes, are efficiently reinvested into conservation priorities. This activity, embedded in **Component 1**, provides the financial backbone upon which law enforcement actions (**Component 2**), community engagement initiatives (**Component 3**), and sustainable financing strategies (**Component 4**) rely. It closes the enforcement-to-conservation loop, ensuring that governance reforms translate into long-term biodiversity protection, reduced human-wildlife conflict, and mitigation of IWT drivers.

78. Recognizing that IWT is not solely a criminal issue but deeply rooted in socioeconomic, institutional, and cultural factors, the project takes a holistic approach to tackle the underlying causes of IWT. By targeting the seven identified barriers, leveraging innovative tools, and fostering collaboration, the strategy aims to disrupt trafficking networks, mitigate biodiversity loss, and promote conservation-friendly behaviors. In alignment with the ToC, these actions also address critical public health risks, such as zoonotic spillovers, while ensuring community benefits and stakeholder engagement for long-term sustainability.

79. **Incorporating Lessons Learned from Prior Projects.** Building on insights from prior conservation projects in Indonesia and globally, the theory of change integrates critical lessons to inform its design. These lessons address key barriers such as gaps in enforcement capacity, economic drivers of IWT, and limited community engagement (Barriers 3, 4, and 7):

- **Community Engagement**: Participatory approaches have been shown to enhance local ownership and long-term conservation outcomes. Behavior change principles are embedded within community engagement and livelihood development activities, addressing both supply-side drivers (such as poaching for income) and domestic demand factors. By aligning economic incentives with conservation-friendly practices and leveraging local cultural values, the project encourages behavioral shifts away from illegal wildlife trade. Emphasis will be placed on promoting alternative livelihoods that offer both economic stability and biodiversity stewardship, thereby fostering long-term behavior change that supports project sustainability.
- **Integrated Enforcement**: Collaborative frameworks improve the effectiveness of anti-trafficking operations, demonstrating the need for multi-agency and cross-border coordination.
- **Behavioral Change Campaigns**: Multi-lever interventions targeting cultural drivers and social norms have been effective in reducing demand for wildlife products. While the project primarily focuses on supply-side behavioral shifts - such as incentivizing sustainable livelihoods, enhancing perceptions of enforcement risk, and reshaping community norms that sustain IWT - it also acknowledges the importance of addressing demand-side factors. Targeted demand-reduction activities will be integrated

where they align with local cultural values and can be pursued cost-effectively, complementing core supply-side strategies.

- **Livelihood Programs**: Economic stability through tailored sustainable livelihood initiatives reduces reliance on IWT and fosters biodiversity stewardship.

80. These lessons are closely aligned with the GEF-8 Global Wildlife Program (GWP) entry points. The project will draw on GWP priorities by leveraging global knowledge platforms, fostering international collaboration, and implementing scalable community-driven conservation solutions. This alignment ensures that the project's interventions not only address local challenges but also contribute to achieving global biodiversity conservation goals.

81. LEVERAGE builds on these findings to deliver a more comprehensive, system-level intervention. As a child project under the GEF-8 GWP, LEVERAGE benefits from the shared experiences and insights of other GEF-financed projects addressing similar challenges. Specifically, earlier GEF-financed projects in Indonesia, such as the **GEF-6 CIWT**[69] project, have underscored the critical role of governance reforms (Component 1) in addressing systemic weaknesses in wildlife trade policies and enforcement mechanisms. Similarly, the **Strengthened Systems for Community-based Conservation of Forests and Peatland Landscapes in Indonesia (CoPLI)**[70] project emphasized the importance of empowering local communities to lead conservation initiatives, aligning closely with LEVERAGE's focus under Component 3. Additionally, the **Seventh Operational Phase of the GEF Small Grants Programme in Indonesia**[71] has demonstrated the value of fostering community-led biodiversity protection initiatives at the grassroots level. These projects collectively address barriers such as enforcement capacity gaps (Barrier 3) and economic incentives for IWT (Barrier 4), emphasizing the need for stronger institutional capacity, inclusive governance, and collaborative approaches. Building on these lessons, LEVERAGE aims to implement a more comprehensive, system-level intervention that aligns with its Theory of Change, integrating governance reforms, community engagement, and biodiversity protection into a cohesive strategy.

82. As part of the GEF-8 GWP, the LEVERAGE project will actively engage with other countries in the region to address shared challenges related to IWT and zoonotic spillover risks. Indonesia's position as a regional hub for IWT highlights the need for transboundary collaboration with countries such as Malaysia, Vietnam, and Thailand to disrupt trafficking networks and strengthen enforcement at critical trade routes. By participating in the GWP knowledge platform, LEVERAGE will contribute to regional efforts by sharing best practices in governance reforms, enforcement capacity building, and community engagement while benefiting from the lessons and innovations of neighboring countries facing similar threats.

83. Given the global nature of zoonotic risks and the regional interconnectivity of wildlife trade routes, LEVERAGE will collaborate with other GWP projects focused on One Health approaches and wildlife health monitoring. This collaboration will allow Indonesia to adopt regional solutions for mitigating zoonotic spillover risks while sharing lessons on implementing One Health principles in high-risk areas such as wildlife trade hotspots. These coordinated efforts will strengthen the capacity of GWP countries to address the drivers of biodiversity loss and wildlife crime at both local and transboundary levels. Potential synergies with existing One Health initiatives, such as the South East Asia One Health University Network (SEAOHUN) and the Indonesia One Health University Network (INDOHUN), could further enhance knowledge-sharing and capacity-building efforts.

84. The LEVERAGE project employs four key components, each explicitly addressing barriers to sustainable wildlife conservation identified in the ToC. These components include: (1) Governance and Regulatory Reform (addressing Barriers 1 and 2); (2) Law Enforcement Strengthening (addressing Barriers 3 and 6); (3) Sustainable Livelihood Development (addressing Barriers 4 and 5); and (4) Knowledge Sharing and Community Engagement (addressing Barriers 5 and 7). Together, these components form an integrated strategy to combat IWT and strengthen conservation efforts in Indonesia. In addition, the project targets GEF-8 GWP entry points by:

[69] Combating Illegal Wildlife Trade (CIWT): UNDP Indonesia. (2022). *GEF – Combating Illegal Wildlife Trade (CIWT).* Retrieved from https://www.undp.org/indonesia/projects/gef-combatting-illegal-wildlife-trade-ciwt

[70] Strengthened Systems for Community-based Conservation of Forests and Peatland Landscapes in Indonesia (CoPLI): Global Environment Facility. (n.d.). *Strengthened Systems for Community-based Conservation of Forests and Peatland Landscapes in Indonesia (CoPLI).* Retrieved from https://www.thegef.org/projects-operations/projects/10731

[71] Seventh Operational Phase of the GEF Small Grants Programme in Indonesia: Global Environment Facility. (n.d.). *Seventh Operational Phase of the GEF Small Grants Programme in Indonesia.* Retrieved from https://www.thegef.org/projects-operations/projects/10510

- Strengthening governance frameworks to operationalize Law No. 32 of 2024, enabling the development and operationalization of relevant policies or regulations for conservation financing, such as trust funds, and improving inter-agency coordination.
- Enhancing enforcement capacity through gender-sensitive training, deployment of forensic and digital monitoring technologies, and collaboration with transboundary partners.
- Reducing economic pressures on communities by introducing benefit-sharing mechanisms, agroforestry programs, and sustainable income-generating activities.
- Mitigating zoonotic risks through One Health approaches, including biosafety protocols and wildlife health monitoring at trade hotspots.

85. **Governance and Regulatory Reform**: The project prioritizes the strengthening of Indonesia's legal and regulatory frameworks to address critical gaps identified in Barrier 1 (policy and regulatory gaps) and Barrier 2 (funding shortfalls). Key reforms include improving permit systems to reduce corruption and enforce compliance, creating conservation financing mechanism such as a trust fund to finance biodiversity protection, and incorporating ecological valuations into legal restitution processes. These measures align with the ToC assumption (A1) that government commitment to reforms is essential for success. Improved coordination between central and local governments, facilitated by joint task forces and participatory planning processes, contributes to the long-term outcome of stabilized wildlife populations and safeguarded habitats.

86. **Law Enforcement Strengthening**: To address Barrier 3 (enforcement capacity gaps) and Barrier 6 (limited use of specialized investigative techniques), the project allocates significant resources to enhancing enforcement capabilities. Interventions include advanced training programs with gender-sensitive approaches to foster inclusivity and leadership, as well as the deployment of surveillance technologies such as drones and digital intelligence systems to improve operational efficiency. Enhanced cross-border cooperation, aligned with international frameworks like CITES and UNTOC, strengthens the project's ability to combat transnational IWT networks. The project will also strengthen the ability of enforcement agencies to track and disrupt illicit financial flows linked to wildlife crime. This includes engagement with financial intelligence units (FIUs), collaboration with initiatives such as the Financial Action Task Force (FATF) and the Global Forum on Illicit Financial Flows and Sustainable Development, and capacity-building in financial investigations, asset tracing, and anti-money laundering enforcement. These efforts assume (A8) that stakeholders are receptive to knowledge inputs and innovative techniques, contributing to the long-term outcome of reduced IWT and improved habitat protection.

87. **Sustainable Livelihood Development:** To address Barrier 4 (economic incentives for IWT) and Barrier 5 (low awareness of zoonotic risks), the project promotes community-based initiatives that provide viable and sustainable income alternatives to poaching. These initiatives are rooted in lessons learned from similar conservation projects in Indonesia and across Asia, where well-designed interventions have successfully transitioned communities away from unsustainable practices. Key interventions include agroforestry programs, ecotourism ventures, and small-scale enterprise development, all tailored to the unique needs, specific actors and groups, and contexts of the project's intervention areas, and each designed to reduce economic dependency on IWT and foster biodiversity stewardship.

88. Recognizing that **subsistence nutritional needs often take precedence in low-income settings**, these interventions prioritize **economic stability first**, ensuring that alternative livelihoods provide both financial and food security benefits. **Where relevant, zoonotic risk awareness will be integrated into livelihood programs, but messaging will be calibrated to local priorities and immediate concerns.** These efforts align with the ToC assumption (A6) that having a stake in wildlife resources or viable livelihoods diminishes incentives for illegal trade. By improving economic stability and fostering conservation-friendly behaviors, these activities contribute to the long-term outcomes of stabilized wildlife populations and enhanced community well-being.

89. The project draws confidence from proven livelihood strategies that have demonstrated success across Indonesia and the broader Southeast Asia region. For example, agroforestry programs in Sumatra have shown how integrating cash crops like coffee and rubber with shade-tolerant native species can increase household income while promoting forest restoration. Similarly, community-led ecotourism ventures in Cambodia and Vietnam have created sustainable income streams through wildlife tours and eco-lodges, serving as scalable models for conservation-linked enterprises. Small-scale enterprises, such as honey production, handicrafts, and

aquaculture, have further shown promise in empowering women and youth while aligning livelihoods with biodiversity conservation goals.

90. To scale these approaches effectively, the project will integrate interventions that link community livelihoods directly to conservation outcomes. These include:

- **Community Ranger Programs**: Engaging influential and diverse actors and institutions within local communities in biodiversity monitoring and anti-poaching patrols, with stipends tied to measurable conservation outcomes.
- **Payments for Ecosystem Services (PES)**: Offering financial rewards for maintaining forest cover, reforesting degraded areas, and protecting critical wildlife habitats.
- **Market Access and Value Chains:** Partnering with NGO and private sector buyers to secure stable markets for sustainably produced goods, such as non-timber forest products (e.g., rattan, medicinal plants).

91. The project also employs a suite of tools to improve the operating environment for sustainable livelihoods. Capacity-building initiatives will provide technical training on agroforestry techniques, business development, and ecotourism management, equipping communities with the skills needed to manage conservation-linked enterprises effectively. Community-based revolving funds and small-grant programs will be established to reduce the financial risks of transitioning to new livelihoods. Policy integration efforts will align these initiatives with national biodiversity strategies, such as village-level PES schemes. Public awareness campaigns will highlight the links between sustainable livelihoods and biodiversity conservation, ensuring that messaging aligns with local priorities and economic realities. **Where relevant, zoonotic risk awareness will be incorporated as part of broader community engagement efforts, but with sensitivity to subsistence concerns and immediate livelihood needs.**

92. Building resilience in these livelihoods is critical to their long-term success. The project will promote diversified income streams, combining activities like agroforestry, ecotourism, and wildlife-friendly farming, to reduce vulnerability to market and environmental shocks. Livelihoods will incorporate climate resilience through climate-smart agriculture and drought-resistant species, ensuring sustainability in the face of climate change. Gender and youth inclusion will remain a central focus, ensuring broader community engagement and fostering conservation stewardship among future generations.

93. These initiatives aim to:

- Reduce dependence on IWT by providing communities with viable income-generating activities that align with biodiversity conservation.
- Promote diversified livelihoods that are resilient to market fluctuations and environmental challenges.
- Demonstrate financial incentives, such as PES, to reward communities for conservation-positive behaviors and encourage long-term stewardship.
- Scale proven approaches by leveraging regional lessons, fostering private sector partnerships, and aligning interventions with national and global conservation priorities.
- Empower communities through technical training, access to microfinance, and education programs, enabling them to lead sustainable practices and contribute to biodiversity protection.

94. By incorporating these strategies, the project establishes a robust framework for sustainable livelihood development that not only addresses the economic drivers of IWT but also fosters conservation-friendly behaviors, reduces biodiversity loss, and enhances community resilience.

95. **Knowledge Sharing and Community Engagement:** To address Barrier 7 (limited knowledge exchange and upscaling of best practices) and Barrier 5 (low awareness of zoonotic risks), the project facilitates robust knowledge-sharing initiatives and community engagement programs. Activities include community-based workshops, the dissemination of best practices, and cross-sectoral dialogues that enhance stakeholder collaboration and inform policymaking. Behavioral change campaigns, targeting cultural drivers and social norms, are implemented to reduce demand for wildlife products and promote conservation-friendly behaviors. These efforts align with the ToC assumption (A9) that the adoption of best practices and innovative techniques will enhance wildlife conservation outcomes. Together, these initiatives contribute to the long-term goals of

reducing threats from IWT and fostering societal buy-in for sustained biodiversity protection. Key interventions include:

- Public awareness campaigns aimed at reducing demand for wildlife products and tailored to cultural values and social norms.
- Youth engagement programs and educational campaigns.
- Collaborative efforts with local Adat institutions to align cultural norms with conservation goals.

96. The four components are designed to work synergistically, creating a system-wide approach to combat IWT and address the root causes of biodiversity loss. Each component targets specific barriers identified in the Theory of Change, while collectively ensuring a holistic response to the interconnected drivers of IWT. By integrating governance reforms, enforcement strengthening, sustainable livelihoods, and knowledge-sharing initiatives, the project tackles immediate threats while laying the foundation for long-term outcomes, including stabilized wildlife populations, reduced zoonotic risks, and enhanced community well-being. This comprehensive approach ensures alignment with key assumptions in the ToC, such as government commitment (A1) and stakeholder engagement (A8), to maximize impact and sustainability.

97. The **first component** focuses on **enhancing policy, regulatory frameworks**, and governance to ensure effective enforcement against IWT. Component 1 establishes the institutional backbone for the project, including **mapping of Indonesia's environmental financial system** to ensure that enforcement-generated revenues flow efficiently into conservation priorities. This directly addresses Barrier 1 (gaps in policy and regulatory frameworks) and Barrier 2 (shortfalls in conservation funding and financing instruments) identified in the Theory of Change. Recognizing that fragmented regulations, insufficient funding, and weak coordination between central and regional governments have historically impeded enforcement efforts, the project aims to streamline governance structures. Improved policy recommendations and the development of a transformative enforcement roadmap will establish a strong foundation for long-term conservation outcomes, including stabilized wildlife populations, strengthened institutional capacity, and sustainable financing mechanisms. Transparency and sustainability will be enhanced by establishing clear financial pathways that track levies and fines from collection to investment in sustainable conservation.

98. The second component emphasizes **capacity-building and more effective collaboration among law enforcement agencies** to combat IWT effectively, addressing Barrier 3 (shortcomings in enforcement capacity) and Barrier 6 (low use of specialized investigation techniques) identified in the Theory of Change. Key interventions include advanced training programs with a focus on inclusivity, the integration of modern surveillance technologies such as drones and digital intelligence systems, and enhanced cross-border coordination to disrupt trafficking networks. Leveraging the financial pathways established under Component 1, this component also introduces financial forensic tools, enabling enforcement agencies to "follow the money" and dismantle illegal trafficking networks at their source. These efforts assume (A8) that stakeholders are receptive to knowledge inputs and innovations and align with international frameworks such as CITES and UNTOC. By fostering collaboration between enforcement entities, integrating field and financial tools, and strengthening investigative capacity, this component aims to build a robust enforcement system, contributing to the long-term goal of reduced IWT and improved biodiversity protection.

99. The third component targets **wildlife habitat management, biodiversity loss prevention, and zoonotic disease risk control**, addressing Barrier 5 (low awareness of zoonotic spillover risks) and Barrier 4 (economic incentives for IWT) identified in the Theory of Change. Key interventions include agroforestry programs, ecotourism ventures, and small-scale enterprises tailored to local contexts, each designed to reduce economic dependency on wildlife trafficking while fostering biodiversity stewardship. Targeted demand-reduction activities will also be integrated where they align with local cultural values and can be pursued cost-effectively, complementing core supply-side strategies. These initiatives will draw upon the financial frameworks established under Component 1 to align benefit-sharing mechanisms and livelihood incentives with sustainable conservation outcomes. This component also emphasizes the importance of managing illegal wildlife supply chains to prevent zoonotic spillover risks while maintaining healthy ecosystems. By improving economic stability, aligning incentives with biodiversity protection, and fostering conservation-friendly behaviors, this component contributes to the long-term outcomes of stabilized wildlife populations and enhanced community well-being.

100. Protocols and tools developed for border points and transportation hubs will strengthen customs and enforcement capacities to intercept IWT effectively. While the primary focus is on illegal trade, the project also

considers the risks posed by legal wildlife trade, ensuring that breeders and supply chains adhere to health and safety standards to minimize zoonotic threats. These efforts will be supported by the transparent financial pathways identified under Component 1, ensuring that resources generated from enforcement actions can reinforce border control infrastructure and health-compliant supply chain management. By linking biodiversity conservation with public health, this component creates synergy between environmental sustainability and human well-being, contributing to stabilized ecosystems and safer communities.

101. Finally, the **fourth component** emphasizes **knowledge exchange and upscaling best practices**, addressing Barrier 7 (limited knowledge exchange and upscaling of best practices) identified in the Theory of Change. By leveraging lessons learned and promoting youth involvement, the project ensures sustainable outcomes through community-driven innovation. This component also draws on the financial frameworks established under Component 1 to inform knowledge-sharing efforts on sustainable financing strategies, ensuring that best practices in revenue reinvestment and conservation funding are replicated and scaled. It operationalizes decision-support systems and disseminates best practices through international networks, fostering continuous learning and innovation. These efforts align with the ToC assumption (A9) that the adoption of innovative techniques enhances wildlife conservation outcomes. By creating a robust knowledge-sharing framework, the project facilitates the scaling of successful models, contributing to long-term transformational change in Indonesia's wildlife conservation landscape.

102. The expected outcomes reflect the comprehensive nature of the interventions, aligning with the ToC to address key barriers and achieve long-term goals. These include strengthened governance and policy frameworks (Component 1), improved enforcement capacity (Component 2), enhanced habitat management and biodiversity conservation (Component 3), and the integration of knowledge and best practices for systemic improvements (Component 4). Together, these components form a cohesive strategy to safeguard biodiversity, reduce zoonotic spillover risks, and promote sustainable development in Indonesia, contributing to the long-term goals of stabilized wildlife populations and resilient ecosystems.

103. The LEVERAGE project addresses the complex and interconnected drivers of illegal wildlife trade (IWT) in Indonesia through an integrated Theory of Change that emphasizes governance reform, law enforcement strengthening, sustainable livelihoods, and knowledge exchange. This holistic approach recognizes that IWT is not solely a criminal issue but is deeply rooted in socioeconomic, institutional, and cultural factors, addressing barriers such as enforcement gaps (Barrier 3), economic incentives for IWT (Barrier 4), and limited knowledge exchange (Barrier 7). By leveraging a combination of targeted interventions across these components, the project aims to disrupt trafficking networks, reduce pressures on biodiversity, and foster conservation-friendly behaviors. In alignment with the ToC, these efforts also address broader public health risks, such as zoonotic spillovers, while promoting long-term ecological and societal resilience. By aligning the ToC with GEF-8 GWP outcomes, the project will achieve:

- Strengthened law enforcement systems to disrupt trafficking networks and reduce wildlife crime.
- Enhanced community resilience through sustainable livelihoods and conservation incentives.
- Improved management of over 600,000 hectares of critical habitats, safeguarding endangered species and mitigating human-wildlife conflict.
- Reduced zoonotic risks through strengthened regulatory frameworks and health monitoring protocols.

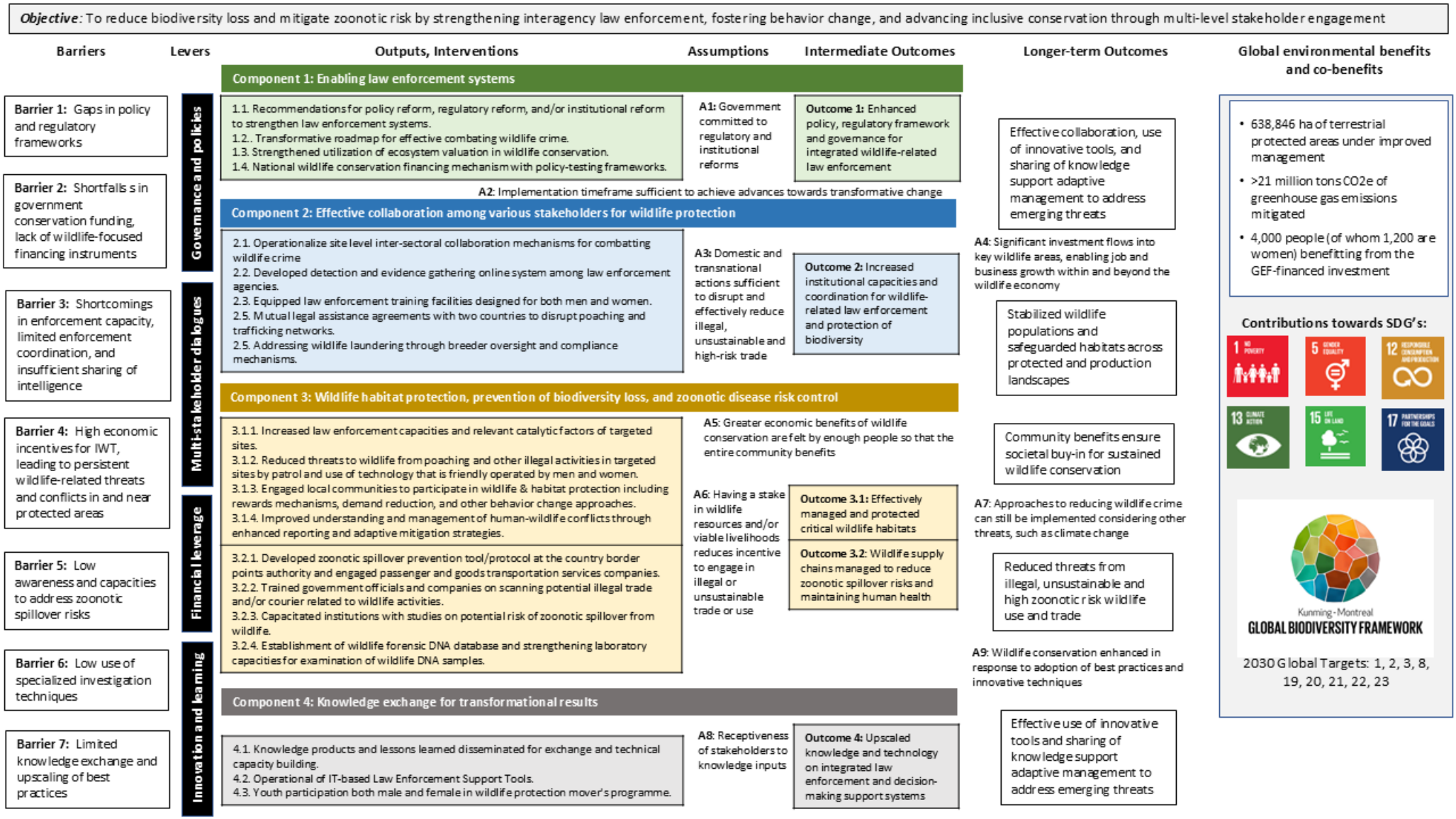


Figure 3: Project theory of change

Alignment with GEF focal area strategies

104. 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.

105. **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.

106. **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.

107. 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).

108. The LEVERAGE project directly supports the **Global Action Plan on Biodiversity and Health**, adopted under the GBF, by integrating zoonotic spillover risk mitigation into biodiversity-focused strategies. These activities are structured to ensure that GEF resources remain tightly aligned with global environmental benefit (GEB) outcomes while drawing on co-financing for public health-specific expenditures. Key areas of alignment include:

- **One Health Integration**: Through Outcome 3.2, the project strengthens cross-sectoral collaboration between the Ministry of Forestry, Ministry of Agriculture, and public health agencies. This institutional coordination supports GBF-aligned governance mechanisms to reduce wildlife-related disease risks.
- **Spillover Prevention at Wildlife Trade Interfaces**: Outputs 3.2.1 and 3.2.3 implement surveillance, biosafety protocols, and risk mitigation at high-risk trade and border points. These activities are fully targeted toward biodiversity conservation outcomes, while public health inputs such as PPE and medical supplies are financed exclusively through co-financing contributions.
- **Surveillance and Early Warning Systems**: The project enhances national wildlife health monitoring systems and develops triage tools for frontline screening. These investments support GBF **Target 5**

on reducing pathogen spillover risk and align with GEF-8 objectives for early detection of ecological threats.

- **Knowledge Sharing and Regional Replication**: Component 4 links the project to the GWP global knowledge platform and regional One Health initiatives, ensuring that Indonesia's models benefit from and contribute to existing tools, rather than duplicating them. This responds directly to the Global Action Plan's call to build on shared assets and avoid redundant materials.
- **Inclusive Implementation and Safeguards**: Project safeguards under the ESMP and IPP ensure that zoonotic risk mitigation is participatory, equitable, and protective of Indigenous Peoples and vulnerable communities, aligned with GBF **Target 22** on rights-based implementation.

109. Together, these actions demonstrate how the project applies the Global Action Plan's guidance with precision, ensuring that zoonotic health interventions are embedded within biodiversity outcomes, not parallel to them. This alignment reinforces GEF eligibility and enhances the coherence and sustainability of the project's integrated One Health strategy.

Incremental/additional cost reasoning

110. The proposed GEF investment bridges the gap between a deteriorating status quo and the transformational outcomes envisioned under the LEVERAGE project. Without this intervention, IWT will persist as a low-risk, high-reward enterprise, exploiting biodiversity assets until they are depleted. This trajectory undermines local livelihoods, accelerates forest loss, fuels public health risks, and contravenes global biodiversity commitments under the Kunming-Montreal Global Biodiversity Framework. GEF funding represents a critical opportunity to shift the balance. By strengthening law enforcement, promoting sustainable livelihoods, and fostering community engagement, the LEVERAGE project directly addresses the drivers of biodiversity loss and forest degradation. Additionally, the project connects the dots between wildlife valuations, adjustments in fines to reflect the true ecological and economic value of species, and the strategic utilization of these fines to support conservation efforts through enabling condition to operationalize conservation financing mechanism, such as through the trust fund. This integrated approach ensures that enforcement efforts not only deter illegal activities but also generate sustainable financing for biodiversity protection and habitat restoration. Crucially, the financial mapping activity – enabled through GEF support – establishes the financial infrastructure necessary to sustain conservation impacts beyond the life of the project. By systematically identifying existing financial flows and aligning enforcement-generated revenues (e.g., fines) with conservation priorities through transparent tracking and reinvestment, the project ensures that financial resources are not only protected from loss but also strategically directed to maximize biodiversity outcomes. This approach enhances stakeholder confidence, institutionalizes sustainable financing mechanisms, and transforms short-term enforcement gains into long-term biodiversity protection and ecosystem resilience. This approach enhances stakeholder confidence, institutionalizes sustainable financing mechanisms, and transforms short-term enforcement gains into lasting conservation outcomes.

Global environmental benefits

111. The LEVERAGE project will generate significant global environmental benefits, anchored in the context of reducing IWT:

- **Improved Protected Area Management**: Enhanced management of over 600,000 hectares of protected areas harboring globally significant biodiversity. Strengthening law enforcement and community engagement will reduce encroachment and prevent forest degradation.
- **Forest Cover Preservation**: The project will contribute to indirect GHG emissions reduction through improved protected area enforcement, deterrence of illegal encroachment, and fire prevention. While the LEVERAGE project does not implement reforestation or direct land-use change interventions, it reduces the drivers of forest degradation and deforestation within targeted zones in five protected areas in Sumatra. A conservative 10% (53,246 ha) of the total forested area within project landscapes is assumed to be influenced by enforcement and co-management activities. Historical baseline data from MoFor and Global Forest Watch show annual deforestation rates of ~0.5%. Assuming a 6.27% reduction in this rate due to project activities over 20 years and using an IPCC Tier 2 emission factors, the total estimated GHG emissions mitigated is 2,302,934 CO_2e over 20 years. This estimate is classified as indirect and derived using the KMSAH001 methodology consistent with Indonesia's 2nd Forest

Reference Level (FRL) and the IPCC 2006 Guidelines (Vol. 4, Chap. 4). The emission factor and deforestation data are officially recognized under Indonesia's climate MRV system (SRN-PPI). The revised estimate replaces previous calculations based on ENDC targets and better reflects realistic, bottom-up impacts attributable to the LEVERAGE intervention scope.

- **Enhanced Species Protection**: While species recovery is not a specific project metric, the project will increase the protection of critically endangered and threatened species by addressing habitat loss and reducing IWT pressures, contributing to global biodiversity conservation goals.
- **Ecosystem Stabilization**: Stabilization and restoration of Sumatra's ecosystems will enhance ecosystem services, including carbon sequestration and watershed protection, contributing to climate resilience and regional development.
- **Global Health Security**: Strengthened resilience against zoonotic diseases through improved wildlife management and reduced wildlife-human interaction risks.

112. These global environmental benefits directly align with the GEF-8 GWP entry points. Indonesia's critical role as both a source and transit hub for illegal wildlife trade, estimated to account for more than 10% of the global market[72,73,] amplifies the significance of this project's interventions. Wildlife trafficked through Indonesia contributes directly to biodiversity loss across Southeast Asia and fuels the global risk of zoonotic spillovers. The LEVERAGE project envisions a future where strengthened governance and enforcement mechanisms not only stabilize biodiversity hotspots within Indonesia but also reduce trafficking pressures on transboundary ecosystems. By addressing the root causes of IWT, such as economic dependency and enforcement gaps, the project provides a scalable, systems-level model for conservation that directly contributes to global biodiversity and health security goals.

Socioeconomic benefits:

113. 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.

[72] Global Environment Facility, *Illegal Wildlife Trade*, https://www.thegef.org/what-we-do/topics/illegal-wildlife-trade (last visited Jan. 22, 2025)., Indonesia's contribution to the global illegal wildlife trade (IWT).

[73] The Straits Times, *Revised Anti-Wildlife Trafficking Law in Indonesia Brings Bite to the Rules, but Enforcement is Key*, https://www.straitstimes.com/asia/se-asia/revised-anti-wildlife-trafficking-law-in-indonesia-brings-bite-to-the-rules-but-enforcement-is-key. Based on available data, the global IWT is estimated to be worth between US**$7 billion and US$23 billion annually**. (GEF) In Indonesia, the illegal wildlife trade is assessed at up to US**$1 billion per year**. (The Straits Times). Using these figures, Indonesia's share of the global IWT market ranges approximately from **4.3% to 14.3%**. This calculation is based on the following: **Lower Estimate:** US$1 billion (Indonesia) / US$23 billion (global) ≈ 4.3%; **Higher Estimate:** US$1 billion (Indonesia) / US$7 billion (global) ≈ 14.3%. Given this range, it's reasonable to state that Indonesia accounts for approximately **10% of the global illegal wildlife trade**, acknowledging that this is a rough estimate due to the inherent challenges in quantifying illicit activities.

114. 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.

IV. RESULTS AND PARTNERSHIPS

Expected Results*:*

115. 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.

116. 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.

Component 1: Enabling law enforcement systems

117. 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.

118. 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 **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.

119. 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.

120. 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.

121. 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.

122. 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

123. 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.

124. 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.[74]

125. 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**.

126. 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.

127. 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.

Gap Analysis for Regulatory Frameworks. 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.
Capacity Building for Policy Implementation. 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.
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

128. 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.

129. Key activities under Output 1.2 including the following:

[74] 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

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

130. 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.

131. 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.

132. 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.

133. 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.

134. 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 **Annex 10**) and Indigenous Peoples Plan (IPP) see **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

135. 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.

136. 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

137. 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.

138. **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.

139. 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.

140. 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.

141. 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.

142. 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.

143. 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

144. 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.

145. 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.

146. 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.

147. 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.

148. 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

149. 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 Masyakarat 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.

150. 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.[75]
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

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

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.

151. 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, which will be integrated into the project's **Security Risk Assessment** (see **Annex 16**). Monitoring systems will evaluate the effectiveness of collaborative mechanisms and ensure frameworks address local needs.

152. 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.

153. 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

154. 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.

155. Key activities to achieve Output 2.2 include the following:

Development of a Collaborative IWT Case Database. 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.

Strengthening Digital Forensics. 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.
Operational Integration. 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
Specialized Training. 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.
Cross-Sectoral Coordination. 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.

156. 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

157. 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.

158. 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.

159. Key activities to achieve Output 2.3 include the following:

Facilities improvement. 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.
Advanced Training Modules. 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.
Provision of Equipment. 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.
Capacity Building for Trainers. 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.

Pilot and Feedback Integration. Conduct trial training sessions to gather insights into facility usability and training content effectiveness. Incorporate feedback into iterative improvements of infrastructure and curricula.
Monitoring and Evaluation. 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.

160. 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.

161. 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

162. 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.

163. 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.

164. Key activities to achieve Output 2.4 include the following:

Target Country Identification and Engagement. Prioritize countries critical to transnational wildlife trade routes, including Malaysia, Thailand, India, and potentially European countries. Conduct stakeholder mapping to identify relevant ministries, enforcement agencies, and international partners for collaboration.
Negotiation and Agreement Development. 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.
Regional Collaboration Mechanisms. 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.

Capacity Building and Implementation. 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.
Monitoring and Adaptive Management. 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

165. 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.

166. 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.

167. 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.

168. 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.

169. 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

170. 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.

171. 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.

172. 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.

173. 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.

174. 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.

175. 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.

176. 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.

177. 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

178. 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.

179. 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.

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

Specialized Training for Law Enforcement. 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 legal case-building. Equip enforcement personnel with gender-sensitive training on UNDP standards, ensuring inclusive participation in enforcement actions.
Deployment of Advanced Technologies. 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.
Community-Driven Conservation Efforts. 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.
Standard Operating Procedures (SOPs). 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.
Metrics and Monitoring. 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.

181. 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

182. 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.

183. 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.

184. 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.

185. 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 **Annex 11**) 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.

186. 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.

187. 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.

188. 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

189. 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**).

190. 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.

191. 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.

192. 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 **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.

193. 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 **Annex 13**) and **Process Framework** (see **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.

194. 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.

195. 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

196. 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**[76]. 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.

197. Key activities to achieve Output 3.1.4 include the following:

Mapping and Assessment of Conflict Zones. Conduct detailed biosocial[77] 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, MoFor, 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.

198. 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

[76] See Appendix 22.

[77] 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.

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.

199. 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

200. 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.

201. 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.

202. 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 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.

203. 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*

204. 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.**

205. 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[78].
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.
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 withing 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

[78] 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.

confiscated animals. PPE and other frontline health protection resources will be provided through co-financing from the Ministry of Health and relevant agencies.

206. 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

207. 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.

208. Key activities under Output 3.2.2 include the following:

Specialized Training Programs. 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.
Cross-Sector Collaboration. 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.
Technological Integration. 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.
Field Simulation Exercises. Conduct practical sessions at key transit points like Kualanamu Airport and Dumai Seaport, focusing on wildlife detection, handling protocols, and chain-of-custody requirements.
Awareness and Advocacy. 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.

209. 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

210. 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.

211. 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 INGSA-NASEM 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.

212. 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

213. 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.

214. Additionally, this output will support the development of an interagency data-sharing protocol between 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.

215. 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.

216. 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.

217. Proposed activities under Output 3.2.4 include the following.

Development of a Wildlife Forensic DNA Database. 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.
Capacity Building for Laboratories. Provide specialized training for laboratory staff on wildlife DNA analysis techniques and forensic applications.

Integration with Law Enforcement. 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.
Zoonotic Risk Assessment and Monitoring. 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.
Awareness and Stakeholder Engagement. 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.
Monitoring and Evaluation. 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.
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 Ministry of Forestry, 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.

218. 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

219. 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.

220. 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.

221. 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.

222. 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.

223. 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.

224. 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.

225. This component will be implemented collaboratively by government agencies, academic institutions, and civil society organizations. Academic and research institution 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

226. 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.

227. 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.

228. 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

229. 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 MoFor, 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 **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.

230. 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 crime analytics. Incorporate case-based learning from trafficking hotspots such as Aceh Tamiang and Belawan Seaport to strengthen real-world readiness.
Development and Adoption of Law Enforcement Protocols. 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.
Formation of Strategic and Transnational Partnerships. 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.
Implementation of a Communication and Advocacy Strategy (Strakom). 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.

231. Knowledge dissemination under this output will include safeguards to ensure accessibility and equity. The **Stakeholder Engagement Plan** (see **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.

232. 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

233. 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.

234. Key activities under Output 4.2 include the following:

Patrolling with Drones and Camera Traps. Deploy drones and camera traps for real-time monitoring in target wildlife habitats and high-risk locations.
Training and Use of Scanning Technology. 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. 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.
GPS Tracking for Illegal Activity Monitoring. Operate GPS devices to track the movements of vehicles or individuals suspected of involvement in illegal wildlife activities.
Data Analysis and Crime Pattern Identification. 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.
Digital Forensics Training and Tools. Train and certify law enforcement personnel in digital forensic tools to examine electronic evidence, including mobile phones and computers seized during investigations.
Surveillance Cameras for Continuous Monitoring. Install surveillance cameras in strategic locations to monitor poaching and wildlife trade activities continuously.
Social Media Monitoring for Online Trade Detection. Use social media monitoring tools like scraper engines to detect and track illegal wildlife trade on online platforms.
Establishment of Regional Operation Rooms. Establish regional operation rooms managed by DG of Law Enforcement on Forestry, Ministry of Forestry, to integrate IT tools and coordinate enforcement activities.
Exploration of Emerging Technologies. 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.

235. 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.

236. 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

237. 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.

238. Key activities under Output 4.3 include the following:

Preparation and Dissemination of Reports. 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.
Collaboration with Mass Media, Science Journalist Associations, and Academic Communities. 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.
Interactive Monitoring Dashboard. Create and operationalize an interactive dashboard to track and display project progress in real-time. Ensure the dashboard enhances transparency and facilitates stakeholder engagement.
National and International Conferences and Webinars. 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.
Production of Knowledge Products. 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.

239. 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

240. 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.

241. **Key activities under Output 4.4 Include the following:**

Introduce/strengthen youth mover's initiatives. Align with existing youth initiatives, introducing and/or strengthening youth mover's programmes, identifying and mentoring youth champions.
Integration of Wildlife Protection in School Curricula. Collaborate with Centre for Education and Training of the Ministry and schools to incorporate wildlife conservation and biodiversity topics into educational programs.
Internship and Volunteer Opportunities. Offer internships and volunteer programs at the five priority project locations, enabling hands-on experience in national parks and conservation efforts.
Creative Content Development. Produce engaging content, including videos, infographics, and storytelling campaigns, to inspire interest and awareness among young audiences.
Competitions and Community Engagement. Organize photography, video, and essay competitions with wildlife conservation themes. Establish conservation clubs in schools, universities, and residential communities to foster local participation.

Youth Involvement in Research Projects. 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.
Outdoor Conservation Activities. Host expeditions, trekking, and national park visits to provide youth with firsthand experiences of biodiversity and its protection.

242. 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.

Agreement on intellectual property rights and use of the logo on the project's deliverables and disclosure of information:

243. To accord proper acknowledgement to the GEF for providing grant funding, the GEF, GWP, and UNDP logos on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed per relevant policies, notably the UNDP Disclosure Policy[79] and the GEF policy on public involvement[80].

Resources required to achieve the expected result:

244. Human resources are important and critical in ensuring the expected results are achieved under this project. The project strategy emphasizes the importance of building linkages with partners who have done foundational work with local communities, as well as national and local level PA management offices and government units. Specific work packages are envisaged to be procured through competitive bidding processes for the execution of project outputs and activities. Apart from human resources and partnerships, allocation has been made in the budget for purchase of equipment and tools for strengthening efforts aimed at combatting IWT and addressing risks associated with zoonotic spillover.

245. The Implementing Partner (MoFor) has requested UNDP to provide execution support services for the full duration of the project, including provision of financial services, human resources (HR) services, procurement services and travel management. The estimated breakdown of execution support services is detailed in the Letter of Agreement (see **Annex 2**) between the UNDP Country Office and MoFor.

Partnerships:

246. Contributions from the project's co-financing partners are described below.

Name of Co-Financier	Type of Co-Financing	Co-financing amount (USD	Included in project results	If yes, list the relevant outputs
Ministry of Forestry (Directorate General of Law Enforcement on Forestry)	Public Investment	28,360,000	No	N/A
	In-Kind	26,600,000	No	N/A
Ministry of Finance (Directorate General of Customs and Excise)	Public investment	792,000	No	N/A
Indonesia Quarantine Agency (Deputy for Animal Quarantine)	Public investment	103,400	No	N/A
UNDP	Grant	1,000,000	No	N/A

247. The project will collaborate with ongoing complementary initiatives, including, inter alia, the following:

[79] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[80] See https://www.thegef.org/gef/policies_guidelines

248. **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.

249. **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.

250. The **International Consortium on Combatting Wildlife Crime (ICCWC)**, a collaborative partnership of the following five inter-governmental organizations: CITES, INTEROL, 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.

Risks:

251. The identified risks that could affect the implementation and results of the project are described in the risk register in **Annex 6**, along with proposed mitigation measures and recommended risk owners who are responsible for managing the risks during the project implementation phase. The **social and environmental risks** that were assessed as part of the social and environmental screening report are also consolidated into the risk register. The SESP (see **Annex 5**) was finalized during the PPG phase, as required by UNDP's Social and Environmental Standards (SES). The overall risk categorization for the project is **Substantial**. In accordance with UNDP's SES guidelines, an Environmental and Social Management Plan (ESMP) has been developed during the project preparation phase (see **Annex 10**). The ESMP will be publicly disclosed via the UNDP website in accordance with UNDP's SES guidelines. The ESMP sets out the additional safeguards measures that apply to the project screening and impact-management of project activities not fully defined during the project preparation phase. The implementation of the ESMP and other safeguard instruments will be overseen by the full-time project **Safeguards and Gender Officer** and monitored and evaluated throughout the duration of the project.

252. The project will adhere to UNDP SES Guidance Note Standard 6 on Indigenous Peoples. The SESP has identified potential impacts to the rights, lands, territories and traditional livelihoods of Indigenous peoples. Activities that may adversely affect the existence, value, use or enjoyment of customary/traditional lands, resources or territories will be avoided where possible, as detailed in the **Indigenous Peoples Plan** (IPP) (see **Annex 11**). Where free, prior, and informed consent (**FPIC)** is determined to be a requirement, consultations will be carried out with the objective of obtaining consent from the specific rights-holders, as appropriate and in line with Standard 6 requirements. Culturally appropriate consultation will be carried out with the objective of achieving agreement and FPIC will be ensured on matters that may affect the rights and interests, lands, resources, territories (whether titled or untitled to the people in question) and traditional livelihoods of indigenous peoples. Project activities affecting Indigenous peoples will not commence until FPIC is agreed.

253. Other safeguard assessments and management frameworks/plans completed during the PPG phase to guide project implementation include the Livelihood Action Framework (see **Annex 13**), Process Framework (see **Annex 14**), Grievance Redress Mechanism (see **Annex 15**), Security Risk Assessment (see **Annex 16**), and the Climate and Disaster Risk Screening (see **Annex 17**).

254. To enhance accountability, a Serious Incident Reporting (SIR) mechanism will be established in collaboration with MoFor, DG GAKKUM, BKSDA, PA Management Authorities, and the National Police. This mechanism will ensure prompt reporting and management of serious law enforcement-related human rights allegations, with reports shared transparently with UNDP and the GEF.

Stakeholder Engagement and South-South Cooperation:

255. A series of consultations with a wide range of stakeholders were conducted during the PPG phase. The PPG inception workshop was held in August 2024 in Jakarta, followed up with visits and consultations to the five target sites from August through November, namely 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, all in Sumatera, as well as workshops in Jakarta and Bogor. A national stakeholder consultation workshop was held in Bogor in December 2024 to discuss the draft project strategy, providing an important opportunity to capture stakeholder feedback. The project's comprehensive *Stakeholder Engagement Plan* (**Annex 9**) has been developed to help ensure effective and inclusive engagement with the diverse groups of stakeholders during project implementation.

256. **Engagement with the Private Sector**: Private sector partners will be engaged across several of the project outputs. Under Output 2.5, wildlife breeders will be engaged in strengthening breeding practices, promoting anti-laundering measures, and providing capacity building for improving practices. As part of the livelihood interventions under Component 3, private sector companies will be engaged through partnerships with local communities, e.g., associated with ecotourism experiences, sustainable use of natural resources, and insertion into green value chains. Under Output 3.2.2, courier and logistics companies ((e.g., Pos Indonesia, JNE, J&T, DHL, etc.) will be engaged in reducing risks associated with zoonotic spillover, through training on detection and scanning practices, handling protocols, and chain-of-custody requirements. Private sector partners will also be invited to participate in the competitive procurement of digital solutions and provision of equipment and tools.

257. **South-South Cooperation**: One of the comparative advantages of being incorporated into the GEF-8 GWP Integrated Program is the opportunity for regional and global interactions. In addition, to bring the voice of Indonesia to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on conservation and sustainable use of coastal and marine resources. The project will also facilitate dissemination through ongoing South-South and global platforms, such as the UN South-South Galaxy knowledge sharing platform, the GWP's twinning exchange for project learning exchanges, and PANORAMA[81].

Gender Equality and Women's Empowerment:

258. Based upon the findings of the project gender analysis conducted during the project preparation phase, a gender action plan has been developed to guide implementation towards achieving gender equality and women's empowerment objectives (see **Annex 12:** *Gender Analysis and Gender Action Plan*). The gender mainstreaming strategy entails the following: (i) gender-sensitive and gender-responsive approaches are considered in designing management and governance approaches for the conservation and sustainable livelihood; (ii) the needs, concerns, and experiences of women and girls, as well as of men, are recognized as an integral dimension in designing, implementing, monitoring, and evaluating the project; and (iii) representation of women in planning and decision-making and their efforts recognized in policy and management.

259. The Project Management Unit (PMU) will organize gender awareness and sensitization sessions for provincial and landscape-level partners, including BKSDA, GAKKUM, and National Park personnel. These sessions will cover UNDP SES, Gender Mainstreaming, Women's Empowerment, and specific measures for preventing Gender-based Violence and Sexual Exploitation and Harassment (GBV/SEAH) in the context of law enforcement operations. Grievance mechanisms will provide stakeholders with a channel for raising concerns, while feedback systems will monitor the effectiveness of gender-related safeguards in enforcement activities.

Knowledge management

260. The LEVERAGE project places a strong emphasis on knowledge management (KM) to ensure that lessons learned, innovative practices, and project outcomes contribute to local, national, and global conservation efforts. Component 4 is dedicated entirely to KM, focusing on the creation, sharing, and application of knowledge to drive systemic change in biodiversity conservation and IWT prevention.

[81] https://panorama.solutions/en

261. **Documentation and Dissemination of Best Practices.** Through targeted KM activities, the project will document good practices and lessons learned from its implementation, including gender-sensitive approaches and behavior change strategies. These outputs will be shared widely via the GWP Knowledge Platform, national workshops, and international partnerships, ensuring that insights inform future projects and regional conservation strategies.

262. **IT-Based Tools for Decision Support.** Leveraging cutting-edge technology, the project will operationalize IT-based tools, including real-time wildlife trade monitoring systems and interactive dashboards, to enhance cross-sectoral coordination and enforcement decision-making. These tools will provide actionable insights for policymakers and enforcement agencies, making KM a cornerstone of evidence-based decision-making.

263. **Capacity Building and Knowledge Exchange**. The project fosters collaboration across sectors and borders by organizing technical consultations, workshops, and training programs. These initiatives focus on transferring knowledge, building local capacity, and promoting innovative conservation solutions, such as integrating One Health principles and leveraging conservation financing mechanisms.

264. **Public Engagement and Awareness**. Recognizing the role of public support in conservation, the project develops knowledge products—such as multimedia campaigns, policy briefs, and interactive learning tools—to raise awareness about the value of biodiversity and the dangers of IWT. By integrating local cultural narratives and traditional knowledge into its communication strategies, the project ensures messages resonate with diverse audiences.

265. Together, these activities establish a robust KM framework that captures the project's successes and challenges, fosters regional and global collaboration, and ensures the sustainability and scalability of its conservation efforts. The project will leverage the regional and global reach of the GEF GWP, interacting and participating in knowledge, communications, and learning activities and events organized by the global coordination project.

Innovativeness, Sustainability and Potential for Scaling Up:

266. **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. 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

267. **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.

268. 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.

269. 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.

270. 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.

271. 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.

272. ***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.

Digital Solutions:

273. The LEVERAGE project employs a suite of digital innovations to enhance law enforcement, monitoring, and community engagement in biodiversity conservation. By integrating advanced technologies such as AI-driven surveillance systems, digital forensics tools, and a wildlife trade supply chain monitoring system, the project establishes cutting-edge mechanisms to disrupt illegal wildlife trade (IWT) networks. These tools enable real-time data analysis and coordination across enforcement agencies, enhancing the detection and prosecution of wildlife crimes. The operationalization of a Wildlife DNA GenBank further strengthens forensic capabilities, providing critical support for species identification and wildlife crime investigations.

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.

274. In alignment with UNDP's digital transformation principles and the GWP focus on technology and innovation, the project's digital solutions are designed to be both scalable and adaptable. The development of collaborative platforms, such as an integrated case database for Customs, Immigration, and Quarantine (CIQ) agencies, ensures cross-sectoral coordination and improves enforcement outcomes. Additionally, IT-based tools, including mobile apps for field patrols and interactive dashboards for wildlife crime monitoring, empower communities and enforcement officers with actionable insights. These digital solutions are not only advancing conservation efforts in Indonesia but are also positioned for replication and scaling through the GWP Knowledge Platform, contributing to global biodiversity protection strategies.

275. The LEVERAGE project strategy emphasizes the meaningful inclusion of women, youth, and socially marginalized groups, recognizing their essential role in achieving sustainable conservation outcomes. By addressing barriers to participation, the project ensures equitable access to opportunities, resources, and decision-making processes. This inclusivity is embedded across project activities and outcomes, fostering resilience, empowerment, and long-term engagement at all levels.

276. **Capacity Building for Local Organizations:** To strengthen the role of marginalized groups in biodiversity conservation, the project supports local community-based organizations (CBOs) in enhancing their technical and operational capacity. A particular focus is placed on digital empowerment, enabling CBOs to leverage technology

for conservation monitoring, data collection, and knowledge-sharing. Training programs will equip women, youth, and marginalized community members with skills in using IT-based tools, such as wildlife monitoring apps and digital reporting platforms, to ensure they are active participants in the digital transformation of conservation.

277. **Leadership Opportunities for Women and Youth:** Women and youth are empowered through targeted leadership programs, such as the Wildlife Protection Mover's Program, which includes mentorship, capacity-building workshops, and roles in community-led conservation initiatives. These efforts ensure that women and youth can lead biodiversity protection efforts while addressing systemic challenges that limit their participation in governance and decision-making processes.

278. **Equitable Economic Opportunities:** By integrating women, youth, and marginalized groups into sustainable livelihood initiatives such as agroforestry, ecotourism, and wildlife-friendly enterprises, the project directly addresses economic disparities. Community-led revolving funds and microfinance programs provide financial support to underrepresented groups, ensuring they benefit from conservation-aligned economic activities. Gender-sensitive and youth-focused approaches are embedded in all livelihood training programs to ensure inclusivity.

279. **Inclusion in Conservation Decision-Making**: The project actively works with marginalized communities, including indigenous groups, to integrate traditional knowledge and cultural values into conservation planning. This approach not only respects local identities but also strengthens the ownership and sustainability of conservation initiatives. Participatory governance models ensure that all voices, particularly those historically excluded, are included in policy development and decision-making processes.

280. **Accessible Education and Outreach:** The project delivers tailored educational workshops on biodiversity, zoonotic risks, and digital literacy, ensuring outreach efforts reach rural and marginalized communities. Scholarships, mentorship opportunities, and youth-focused conservation campaigns provide entry points for underrepresented groups to engage meaningfully in conservation activities.

281. By centering its strategy on inclusiveness, the project ensures that conservation benefits are equitably distributed across all community members. The focus on digital empowerment not only modernizes conservation practices but also creates lasting opportunities for marginalized groups to thrive in a rapidly evolving global landscape. These efforts align with the project's overarching goal of fostering biodiversity stewardship while advancing social equity and resilience.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness:

282. An important aspect of the project strategy is utilizing the capacities of national and local partners in delivering the expected outputs, ensuring sustainability of results achieved. These partnership arrangements will be made through competitive, value-for-money procurement processes, capitalizing on capacities strengthened through earlier GEF projects and across the wildlife conservation sector in Indonesia. Operationalizing the project management unit (PMU) in the offices of the MoFor will enable leveraging the use of facilities and services, further ensuring cost efficiency of the project. Moreover, the Site Officers will be embedded within the management offices of the five target sites, facilitating partnerships with local partners for executing the project activities.

Project Management

283. The project management unit (PMU) will be operationalized in the MoFor office in Jakarta. The PMU will include a Project Manager, an Administrative Assistant, and a Finance Associate, and the following technical support positions: Chief Technical Advisor, Technical Officers for Components 1, 2, and 3, Safeguards and Gender Officer, M&E Officer, and Communications Officer, as well as one Site Officer for each of the five target sites. The terms of reference for these positions are provided in **Annex 7**.

VI. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): SDG 1, SDG 5, SDG 12, SDG 13, SDG 15, SDG 17

Contribution to National Priorities (RPJMN 2025-2029):

- **National Priority 2:** strengthening national defense and security systems, and advancing national self-reliance through food, energy, and water security, as well as the development of the creative economy, green economy, and blue economy
- **National Priority 4:** improving human resource development across key sectors such as science, technology, education, and health. It also supports the empowerment of women, youth (Millennials and Generation Z), and persons with disabilities, contributing to gender equality and societal inclusion.
- **National Priority 6:** building economic equality and poverty eradication through development initiatives starting at the village level, ensuring that progress is inclusive and community driven.

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: UNSDCF Outcome 2/ UNDP ID CPD 2026-2030 Outputs 2.1and 2.3

Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Plan 2026-2029: **Development Output**: A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet.

Project title and Quantum Project Number: 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
Project Objective:	***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***						
	Mandatory Indicator 1 (GEF-8 CI 1): Terrestrial protected areas created or under improved management (hectare) Indicator 1.2: Terrestrial protected areas under improved management effectiveness (ha) ***Aligned with IRRF Indicator 4.1.2*** ***Aligned with GBF Target 3***	MPA management plans; GEF Management effectiveness tracking tool (METT)	**638,846.39 ha** Baseline GEF METT[82]: • Bukit Barisan Selatan NP (317,103.61 ha): 78% • Bukit Tiga Puluh NP (144,853.89 ha): 72% • Bukit Rimbang Bukit Baling WR (148,088.89 ha): 56% • Dolok Surungan WR (23,800 ha): 57% • Dolok Sibualbuali NR (5,000 ha): 64%	**638,846.39 ha** Midterm GEF METT • Bukit Barisan Selatan NP: 79% • Bukit Tiga Puluh NP: 72% • Bukit Rimbang Bukit Baling WR: 58% • Dolok Surungan WR: 58% • Dolok Sibualbuali NR: 65%	**638,846.39 ha** EoP GEF METT: • Bukit Barisan Selatan NP: 81% • Bukit Tiga Puluh NP: 73% • Bukit Rimbang Bukit Baling WR: 59% • Dolok Surungan WR: 59% • Dolok Sibualbuali NR: 66%	Midterm and end of project METT assessments by using GEF METT, and informed by the national METT assessment	Risks: PA management entities and local communities not committed to improving management effectiveness; possible economic displacement. Assumptions: PA management entities and local communities are committed to improving management effectiveness.
	Mandatory Indicator 2 (GEF-8 CI 6): Greenhouse gas emissions mitigated (metric ton of CO2e). ***Aligned with GBF Target 8***	Land cover assessments; fire incident records; records on increased	Zero CO2e mitigated, as no project-specific interventions are yet in place.	Estimated end target of 2,302,934 CO_2e (indirect over 20 yrs) assessed through	2,302,934 CO_2e (indirect)	Review of land cover assessments; fire incident records;	Risks: Improved management outcomes may not be met, e.g., management practices may revert to the business-as-usual scenario.

[82] 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.

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
		areas established for wildlife foraging; GHG emission reduction estimates.		updated consideration of assumptions		records on increased areas established for wildlife foraging. Updated estimates of GHG emission reductions.	Assumptions: Improved management outcomes fulfilled and maintained post project.
	Mandatory Indicator 3 (GEF-8 CI 11): People benefitting from GEF-financed investments disaggregated by sex (count) ***Aligned with IRRF Indicators 4.1.1, 4.2.1*** ***Aligned with GBF Targets 1, 22, 23***	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.	Risks: Project beneficiaries reluctant to participate in project sponsored activities; women not actively engaged in project activities due to cultural or traditional norms. Assumptions: Project beneficiaries, including women, will actively engage in project activities, as benefits are clearly communicated to them.
Component 1	**Enabling Law Enforcement Systems**						
Outcome 1: Enhanced policy, regulatory framework and the Governance for integrated wildlife-related law enforcement	**Indicator 4**. New and/ or improved strategies, policies, or regulations to reduce illegal, unsustainable or high-risk wildlife trade. ***Aligned with GEF-8 GWP Indicator 2.1.1 (recommended)***.	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/201; 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.	Risks: Regulatory approvals may exceed project duration. Stakeholder resistance (e.g., AMAN objections). Political shifts or competing priorities. Budgetary constraints delaying enforcement. Assumptions: Government commitment to reforms. Advocacy builds cross-sectoral support. Sustainability strategy ensures post-project efforts. Adequate enforcement resources allocated.
	Indicator 5. Wildlife conservation financing mechanism introduced or supported, leveraging provisions in Law No. 32 of 2024, as measured by operationalizing policy/regulation to allocate fines and penalties towards ecosystem restoration and wildlife conservation.	Records of consultations, pilot outcomes, and fund governance. Reports on implementation, disbursements, and	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; nation	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	Risks: Delays and resistance to new financing models. Integration challenges with existing frameworks. Assumptions: Law 32/2024 and the Indonesian Environmental Fund provide a strong legal

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Aligned with GEF-8 GWP Indicator 3.2.2 (recommended).	use of fines as funding.		pilot initiated for financing conservation model; lessons shared through GWP and refine based on feedback.		agreements, and financial statements.	foundation. Accounting of fines and penalties are traceable as part of the trust fund or other financing mechanism payouts.
	Indicator 6. 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.	Risks: Limited application of ecological valuation in criminal proceedings. Regulatory enactment delayed. Non-standard methods lead to unconvincing results. Assumptions: Law 32/2024 supports using ecological valuation to prosecute corporate offenders.
Outputs to achieve Outcome 1	**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**						
Outcome 2: Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity	**Indicator 7**. 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 (*gelar perkara*) conducted with Customs, Quarantine, and police; (d) Number of UPT leaders (BKSDA, National Parks) trained on wildlife management and habitat protection (sex disaggregated). ***Aligned with GEF-8 GWP Indicator 2.2.1 (required)***.	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 (gelar perkara). (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.	Risks: TPPU may not effectively dismantle trafficking. UPT leaders may resist new techniques. Assumptions: TPPU is effective. UPT leaders are receptive to new techniques.
	Indicator 8. 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,	Records from DG Gakkum, Customs, Quarantine, Police, Supreme Court, and NGO databases. Reports from international partners (e.g.,	(a) No national-level joint cooperation agreements exist for wildlife smuggling at key exit points. (b) No transnational joint operations recorded with international	(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	Risks: Reluctance to collaborate among law enforcement and transnational partners. Language barriers limiting cooperation. Assumptions: Law enforcement agencies remain committed. Transnational cooperation strengthens during the project.

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	involving customs, quarantine, and law enforcement agencies. ***Aligned with GEF-8 GWP Indicator 2.3.1 (recommended)***.	Interpol, Pangolin Task Force).	partners. (c) No joint cross-sectoral operations conducted at border checkpoints.			international partner reports and cross-sectoral outcomes.	
Outputs to achieve Outcome 2	**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**						
Outcome 3.1: Effectively managed and protected critical wildlife habitats	**Indicator 9**. Extent of poaching or other illegal killing of wildlife and anti-poaching measures or capabilities in place at project sites, as indicated by: (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). (b) Number of new co-management models implemented as best practices in wildlife and nature reserves. (c) Development and operationalization of a wildlife trade supply chain monitoring system, tracking activities from hunters to intermediaries to exporters. (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. (e) Establishment and operationalization of task forces at airports and seaports, involving Customs, Quarantine, the Ministry of Forestry (MoFor), police, and port authorities. (f) Number of site-level regulations addressing the management of protected wildlife populations, including those that are overpopulated. ***Aligned with GEF-8 GWP Indicator 1.3.1 (indicator)***.	M&E reports on patrols, co-management models, and sex-disaggregated data. PortMATE reports, supply chain monitoring reports, joint monitoring protocols, and task force operational records.	(a) Patrols and sex-disaggregated participation not tracked; baseline to be determined. (b) No co-management models implemented in reserves. (c) No wildlife trade supply chain monitoring system exists. (d) No joint monitoring initiatives operationalized in wildlife markets. (e) No task forces established at air and sea ports.	(a) 25% increase in patrols, with increased female participation in the patrols. (b) Prepare Bukit Rimbang Bukit Baling and Dolok Sibual-Buali reserves as co-management models. (c) Design and pilot a wildlife trade supply chain monitoring system. (d) Trial joint monitoring in two wildlife markets e. (e) Establish two task forces	(a) 50% increase in patrols, with increased female participation in the patrols. (b) Formally designate Bukit Rimbang Bukit Baling and Dolok Sibual-Buali reserves as co-management models. (c) Fully operationalize the wildlife trade supply chain monitoring system(d) Operationalize joint monitoring in five wildlife markets(e) Establish five task forces	Review M&E reports, patrol records, supply chain monitoring reports, regulations, joint monitoring protocols, and task force agreements.	Risks: Communities or partners not committed to patrols, co-management, or monitoring efforts. Inaccessible data for supply chain monitoring. Assumptions: Communities and partners committed; data accessible for effective monitoring.
	Indicator 10. 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	KAP survey findings with sex-disaggregated data. External evidence from community	KAP surveys to establish baseline data on attitudes, knowledge, and practices, with sex-	Communication strategy developed based on the KAP Survey	Demonstrate statistically significant findings in community attitudes, knowledge, and practices.	Review KAP surveys, external evidence, and workshop/FGD observations to	Risks: Project timeframe may be insufficient to capture shifts in behavior. Assumptions: Engagement with local communities will help

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	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). ***Aligned with GEF-8 GWP Indicator 1.4.2 (recommended)***.	leaders, NGOs, and enforcement officers. Observations from workshops and FGDs.	disaggregated analysis.			validate and contextualize trends.	facilitate shifts in behavior within the timeframe of the project.
	Indicator 11. 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 multi-stakeholder mitigation of human-wildlife conflicts. ***Aligned with GEF-8 GWP Indicator 1.6.1 (recommended)***.	Signed MoUs and M&E reports on task forces. Wildlife release area designs and monitoring records. Human-wildlife conflict reports.	(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.	(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.	(a) Four additional task forces (b) Two wildlife release strategies (c) Approve and implement updated SOP reflecting multi-stakeholder collaboration.	Review MoUs, M&E reports, wildlife release designs, and human-wildlife conflict reports.	Risks: Communities may not sustain task forces. Wildlife release locations may not be approved. Assumptions: Communities committed to task forces. Proposed release areas approved.
	Indicator 12. Engaged local communities in wildlife and habitat protection, including rewards mechanisms, as indicated by: (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. (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. (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. (d) Number of community initiatives offering incentives and recognition to individuals or groups actively 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	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	(a) Limited number of community members actively participating. (b) Limited livelihood opportunities for local communities. (c) Few ecotourism initiatives exist. (d) Limited community initiatives offering incentives. (e) Local traditions, cultural practices, and values not systematically documented.	(a) 100 community members (30% women) (b) 10 livelihood initiatives (c) Two ecotourism initiatives (d) Five community initiatives offering incentives (e) One case involving integration of local traditions and cultural values	(a) 200 community members (30% women) (b) 20 livelihood initiatives (c) Four ecotourism initiatives (d) 10 community initiatives offering incentives (e) Three cases involving integration of local traditions and cultural values	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	Risks: 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. Assumptions: 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.

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	conservation activities, with gender perspective in mind, demonstrated by community engagement plans and cultural event participation. ***Aligned with GEF-8 GWP Indicator 3.1.3 (recommended)***.	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.				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.	
Outputs to achieve Outcome 3.1	**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.						
Outcome 3.2: Wildlife supply chains are managed to reduce zoonotic spillover risks and maintaining human health.	**Indicator 13**. 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 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. ***Aligned with GEF-8 GWP Indicators 2.4.1 and 2.5.1 (required)***.	Records of zoonotic prevention tools, training records with sex-disaggregated data, DNA GenBank usage, and JRA reports.	(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.	(a) Pilot zoonotic prevention tools at two border points. (b) Train 50 individuals (30% women) on zoonotic risks with post-training evaluations. (c) Fully operationalize DNA GenBank to support two forensic cases. (d) Conduct JRA for wildlife markets and integrate findings into national strategies.	(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.	Review records of zoonotic tools, training assessments, DNA GenBank operations, and JRA reports	Risks: Partners may not operationalize tools. Women participation may fall short of targets. Assumptions: Partners committed to operationalization. Gender action plan ensures women participation.

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Indicator 14. 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. ***Aligned with GEF-8 GWP Indicator 1.8.1 (recommended)***.	Records of cross-sectoral reporting mechanisms, training records with sex-disaggregated data, and data-sharing reports.	(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.	(a) Pilot reporting mechanism at two sites. (b) Conduct three workshops with 50 participants (30% women). (c) Design and trial a data-sharing protocol.	(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.	Review reporting mechanism records, training records, and data-sharing reports.	Risks: Stakeholders lack commitment or capacity. Limited resources delay scaling up efforts. Underreporting due to awareness or infrastructure gaps. Assumptions: Stakeholders committed to collaboration and resource mobilization. Existing infrastructure supports reporting system integration.
Outputs to achieve Outcome 3.2	**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**						
Outcome 4: Upscaled knowledge and technology on Integrated law enforcement and decision-making support systems	**Indicator 15**. 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. ***Aligned with GEF-8 GWP Indicator 4.1.2 (required)***.	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 (b) 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.	Risks: Ineffective knowledge management limits dissemination. Stakeholders reluctant to share unintended outcomes. Assumptions: Knowledge strategy ensures timely dissemination. Stakeholders value sharing both successes and failures.
	Indicator 16. 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 officers trained	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-	(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.	Risks: Co-financing delays impact IT tools and operations rooms. IT tools fail due to technical or infrastructure issues. Officers do not complete training. Assumptions: Co-financing is provided as planned. IT tools are adaptable to the context.

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	in IT-based tools, with sex-disaggregated data documenting participation and capacity-building outcomes.		disaggregated data available.				Officers fully participate in and complete training.
	Indicator 17. 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.	Risks: 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. Assumptions: DG Law Enforcement committed to institutionalization. High interest in the mover's program. Co-financing contributions provided as planned.
Outputs to achieve Outcome 4	**Output 4.1**. Knowledge products disseminated for exchange and technical capacity building. **Output 4.2**. Operationalization 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.						

VII. MONITORING AND EVALUATION (M&E) PLAN

284. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

285. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[83]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

286. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed – including during the Project Inception Workshop - and will be detailed in the Inception Report.

287. The project will closely collaborate with the **GEF-8 GWP coordination team** on relevant aspects of monitoring, evaluation, reporting, and learning to ensure alignment with the broader Integrated Program.

Minimum project monitoring and reporting requirements as required by the GEF:

288. Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Plan, stakeholder engagement plan, gender action plan, process framework and livelihood action framework, ; project grievance mechanism; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
h. Formally launch the Project.

GEF Project Implementation Report (PIR):

289. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF Core Indicators:

290. The GEF Core indicators included as **Annex 31** will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to TE. Note that the project team is responsible for updating

[83] See https://www.thegef.org/gef/policies_guidelines

the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METTs) must be prepared, and the scores included in the GEF Core Indicators.

Independent Mid-term Review (MTR):

291. An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the MTR process and the final MTR report will follow the standard templates and MTR guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). The MTR must be submitted to the GEF by the mid-point of the project but no later than 48 months after CEO Endorsement. To meet the submission deadline, final MTR reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the submission deadline to allow sufficient time for internal review with clearance that is required prior to submission.

292. Provisions must be taken to complete and submit the MTR within the submission deadline. Therefore, the MTR process must start no later than 8 months before the expected date of submission of the MTR.

293. The MTR will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

294. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the MTR process. Additional quality assurance support is available from the BPPS/NCE.

295. The final MTR report will be publicly available in English and will be posted on the UNDP ERC by the MTR submission date included on cover page of this project document. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's submission to the GEF.

Terminal Evaluation (TE):

296. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and TE guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. TE must be submitted to the GEF no later than 6 months after the Completion Date. This is a hard deadline that, if not met, can only be extended through a formal extension request. To meet the submission deadline, final TE reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the deadline to allow sufficient time for internal review with clearance that is required prior to submission.

297. Provisions must be taken to complete and submit the TE within the submission deadline. Therefore, TE must start no later than 8 months before the expected date of submission of the TE (or 11 months prior to the estimated operational closure date).

298. The evaluation will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

299. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS NCE.

300. The final TE report will be publicly available in English and posted on the UNDP ERC by the TE submission date included on cover page of this project document. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF.

301. Per the GEF Terminal Evaluation requirements, for cancelled full-sized projects, Terminal Evaluations are required if the GEF grant expenditure exceeds more than USD 2 million.

Final Report:

302. The project's final GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

303. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring Plan:

304. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GEF PIR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	**Project objective**: 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.	**Mandatory Indicator 1 (GEF-8 CI 1):** Terrestrial protected areas created or under improved management (hectare) Indicator 1.2: Terrestrial protected areas under improved management effectiveness (ha)	**638,846.39 ha** EoP METT: Bukit Barisan Selatan NP: 81% Bukit Tiga Puluh NP: 73% Bukit Rimbang Bukit Baling WR: 59% Dolok Surungan WR: 59% Dolok Sibualbuali NR: 66%	Measurement of improved management effectiveness of the five target terrestrial protected areas, based on assessments using the GEF BD tracking tool (Management Effectiveness Tracking Tool – METT)	Midterm, end of project	M&E Officer (FGD process)	Midterm and end of project METT assessments by using GEF-7 and GEF-8 Projects METT for Protected Area
		Mandatory Indicator 2 (GEF-8 CI 6): Greenhouse gas emissions mitigated (metric ton of CO2e)	2,302,934 tCO2e (indirect)	A measure of the climate change mitigation benefits achieved through improved management of the target protected areas. The metric is measured using the FAO Ex-Ante Carbon Balance Tool (EX-ACT).	Midterm, end of project	M&E Officer (supported by qualified service provider, as needed)	Review of land cover assessments; fire incident records; records on increased areas established for wildlife foraging. Updated estimates of GHG emission reductions.
		Mandatory Indicator 3 (GEF-8 CI 11): People benefitting from GEF-financed investments disaggregated by sex (count)	4,000, of whom 1,200 are women	People who "receive a high intensity of support", including women and men working in a strengthened entities managing protected areas, as well as community members involved in protection and enforcement work, including those who may benefit from sustainable livelihood and enterprise development support.	Annual	M&E Officer	Review of information in M&E reports, training records, etc.
	Outcome 1: Enhanced policy, regulatory framework and governance for integrated	**Indicator 4**. New and/ or improved strategies, policies, or regulations to reduce illegal, unsustainable or high-risk wildlife trade	Five (5) national strategies, policies, and/or regulations on wildlife crime, ecotourism, and/or conservation operationalized.	Measurement of policy and regulatory reform, enabling improved wildlife conservation	Annual	M&E Officer	Records of approvals, regulations, budgets, progress reports, and enforcement metrics. Assessments of ANTI-SLAPP and

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	wildlife-related law enforcement						localized frameworks.
		Indicator 5. Wildlife conservation financing mechanism introduced or supported, leveraging provisions in Law No. 32 of 2024, as measured by operationalizing a national policy/regulation to allocate fines and penalties towards ecosystem restoration and wildlife conservation.	Operational national policy/regulation to allocate fines and penalties towards ecosystem restoration and wildlife conservation.	Measurement of diversified and increased conservation financing, supporting wildlife conservation.	Annual	M&E Officer	Review the relevant policy documents, stakeholder agreements, and financial statements.
		Indicator 6. 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.	(a) Enact ecological valuations through national regulations. (b) Use valuations in three wildlife trafficking cases	Measurement of science-based criteria to be used to inform decision making.	Annual	M&E Officer	Review ecological valuation reports, regulations, and M&E reports on their application in cases. Analyze judicial records and reparations linked to valuations.
	Outcome 2: Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity	**Indicator 7**. 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 (*gelar perkara*) conducted with Customs, Quarantine, and police; (d) Number of UPT leaders (BKSDA, National Parks) trained on wildlife management and habitat protection (sex disaggregated).	(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 by ensuring equal participation of women leaders.	Measurement of institutional capacities associated with law enforcement and criminal justice.	Annual	M&E Officer	Review DG Gakkum, Supreme Court, NGO, KSDAE, and Customs-Quarantine databases; analyze PPS lists.
		Indicator 8. 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.	(a) six national-level cooperation agreements (b) Conduct six joint operations (c) Conduct 20 joint cross-sectoral operations	Measurement of improved coordination among law enforcement partners.	Annual	M&E Officer	Review records from DG Gakkum, Customs, Quarantine, Police, Supreme Court, and NGO databases. Analyze international partner reports and cross-sectoral outcomes.
	Outcome 3.1: Effectively managed and	**Indicator 9**. Extent of poaching or other illegal killing of wildlife and anti-poaching measures or capabilities in place at project sites, as indicated by:	(a) 50% increase in patrols, with increased female participation in patrol.	Measurement of improved site level enforcement and engagement of local communities.	Annual	M&E Officer	Review M&E reports, patrol records, supply chain monitoring

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	protected critical wildlife habitats	(a) Increased number of patrols and crime prevention activities conducted by forest officers, MMP (sex disaggregated). (b) Number of new co-management models implemented as best practices in wildlife and nature reserves. (c) Development and operationalization of a wildlife trade supply chain monitoring system, tracking activities from hunters to intermediaries to exporters. (d) Number of joint monitoring initiatives conducted in wildlife markets involving KSDAE, Gakkum, and Quarantine. (e) Establishment and operationalization of task forces at airports and seaports, involving Customs, Quarantine, the Ministry of Forestry, police, and port authorities. (f) Number of site-level regulations addressing the management of protected wildlife populations, including those that are overpopulated.	(b) Formally designate Bukit Rimbang Bukit Baling and Dolok Sibual-Buali reserves as co-management models. (c) Fully operationalize the wildlife trade supply chain monitoring system(d) Operationalize joint monitoring in five wildlife markets(e) Establish five task forces				reports, regulations, joint monitoring protocols, and task force agreements
		Indicator 10. 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).	Demonstrate statistically significant findings in community attitudes, knowledge, and practices.	Measurement of shifts in knowledge, attitudes, and practices towards wildlife conservation.	Annual	M&E Officer	Review KAP surveys, external evidence, and workshop/FGD observations to validate and contextualize trends.
		Indicator 11. 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 multi-stakeholder mitigation of human-wildlife conflicts.	(a) Four additional task forces (b) Two wildlife release strategies (c) Approve and implement updated SOP reflecting multi-stakeholder collaboration.	Measurement of enabling policies, strategies, or regulations for improved management of HWC at the site level.	Annual	M&E Officer	Review MOUs, M&E reports, wildlife release designs, and human-wildlife conflict reports.
		Indicator 12. Engaged local communities in wildlife and habitat protection, including rewards mechanisms, as indicated by: (a) Number of local community members involved in forest patrols to detect and prevent illegal activities such as poaching and illegal logging, with sex-disaggregated data.	(a) 200 community members (30% women) (b) 20 livelihood initiatives (c) Four ecotourism initiatives (d) 10 community initiatives offering incentives (e) Three cases involving	Measurement of increased engagement of local communities in wildlife conservation at the site level.	Annual	M&E Officer	Review of reports on community patrols, including sex-disaggregated participation data and documented outcomes of patrol

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		(b) Number of livelihood initiatives in communities through engagement in conservation activities, such as tree planting, habitat rehabilitation, and wildlife trade monitoring. (c) Number of new community-managed ecotourism initiatives developed and operationalized in priority areas, with documented governance and revenue-sharing models. (d) Number of community initiatives offering incentives and recognition to individuals or groups actively participating in wildlife and habitat protection, with records of recipients and their contributions. (e) Number of cases involving integration of local traditions and cultural values into conservation activities, demonstrated by community engagement plans and cultural event participation.	integration of local traditions and cultural values				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.
	Outcome 3.2: Wildlife supply chains are managed to reduce zoonotic spillover risks and maintaining human health	**Indicator 13**. 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 training content, and sex disaggregated data documenting participation and capacity-building outcomes. (c) Development and operationalization of a Wildlife	(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.	Measurement of improved regulations, controls, and monitoring mechanisms for reducing zoonotic spillover risks.	Annual	M&E Officer	Review records of zoonotic tools, training assessments, DNA GenBank operations, and JRA reports.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		DNA GenBank to support monitoring, enforcement, and risk assessment of wildlife trade.					
		Indicator 14. 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.	(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.	Measurement of site-based and landscape level strategies for improved management practices and reduced zoonotic disease risks.	Annual	M&E Officer	Review reporting mechanism records, training records, and data-sharing reports.
	Outcome 4: Upscaled knowledge and technology on integrated law enforcement and decision-making support systems	**Indicator 15**. 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.	(a) Share six lessons (b) Share six lessons with regional/global stakeholders. (c) Share 10 lessons	Measurement of knowledge management, including dissemination of best practices and lessons learned.	Annual	M&E Officer	Review dissemination records, media posts, publications, and M&E reports.
		Indicator 16. 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 officers trained in IT-based tools, with sex-disaggregated data documenting participation and capacity-building outcomes.	(a) Operationalize six IT tools (b) Establish two operation rooms (c) Train 100 officers (30% women)	Measurement of the operationalization of IT-based tools for improved law enforcement.	Annual	M&E Officer	Review M&E reports, commissioning records, operations room usage reports, and training records with post-training assessments.
		Indicator 17. 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	(a) Formalize the sustainability strategy with a DG Law Enforcement decree. (b) Engage 100 participants (30% women, 50% youth) in the mover's	Measurement of the adoption of sustainability approaches, increasing the likelihood for enduring results.	Annual	M&E Officer	Review DG decree, M&E reports, and commissioning

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		wildlife protection mover's programme (sex and youth disaggregated); and (c) establishment of an online and physical wildlife specimen center for species identification and law enforcement efforts.	program. (c) Fully operationalize online and physical specimen centers.				records for the specimen centers.

Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	As per above description	N/A
Track results progress (see above table for details)	Annually and at mid-point and closure	Slower than expected progress will be addressed by project management.	N/A
Monitor and Manage Risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A
Monitor SESP, ESMP, IPP, Stakeholder Engagement Plan, Gender Action Plan, Process Framework and Livelihood Action Framework, and Grievance Redress Mechanism	Ongoing	The project safeguard instruments will be regularly reviewed and updated as part of adaptive management during implementation.	N/A
Supervision Missions	Annually	Technical advisors will carry out supervision mission to ensure the project implementation is on track.	N/A
Learning and Learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions.	N/A
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A
Review and Make Course Corrections	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by Project Team, CO and RTA. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance	N/A
Project Review (Project Board)	*Annually*	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Ministry of Forestry, UNDP

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	N/A	UNDP Strategic Plan 2022-2025: Result 4.1, Result 4.2	UNDP ID CPD 2021-2025 Outputs 3.2, 3.4	By the MTR submission date included on cover page of Project Document	Ministry of Forestry, Project Board, target sites and local communities, execution partners, UNDP
Independent Terminal Evaluation (TE)	N/A	UNDP Strategic Plan 2022-2025: Result 4.1, Result 4.2	UNDP ID CPD 2021-2025 Outputs 3.2, 3.4	By the TE submission date included on cover page of Project Document	Ministry of Forestry, Project Board, target sites and local communities, execution partners, UNDP

Monitoring and Evaluation Budget for project execution:

305. The M&E budget presented below in **Table 4** provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation.

Table 4: Monitoring and evaluation budget

GEF M&E requirements to be undertaken by Project Management Unit (PMU)	Indicative costs (USD)	Time frame
Inception Workshop and Report	26,477	Inception Workshop within 2 months of the First Disbursement
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	136,764	Annually and at mid-point and closure.
Preparation of the annual GEF Project Implementation Report (PIR)	N/A	Annually typically between June-August
Monitoring of SESP, ESMP, IPP, Stakeholder Engagement Plan, Gender Action Plan, Process Framework and Livelihood Action Framework, and Grievance Redress Mechanism	58,800	On-going
Supervision missions	N/A	Annually
Learning missions	N/A	As needed
Independent Mid-term Review (MTR)	61,400	By 30 June 2028
Independent Terminal Evaluation (TE)	61,400	By 30 June 2031
TOTAL indicative COST	**USD 344,841**	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

307. 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.

308. 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.

309. Responsible Parties: The project is implemented under a 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.

310. 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 with 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.

311. 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.

312. 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

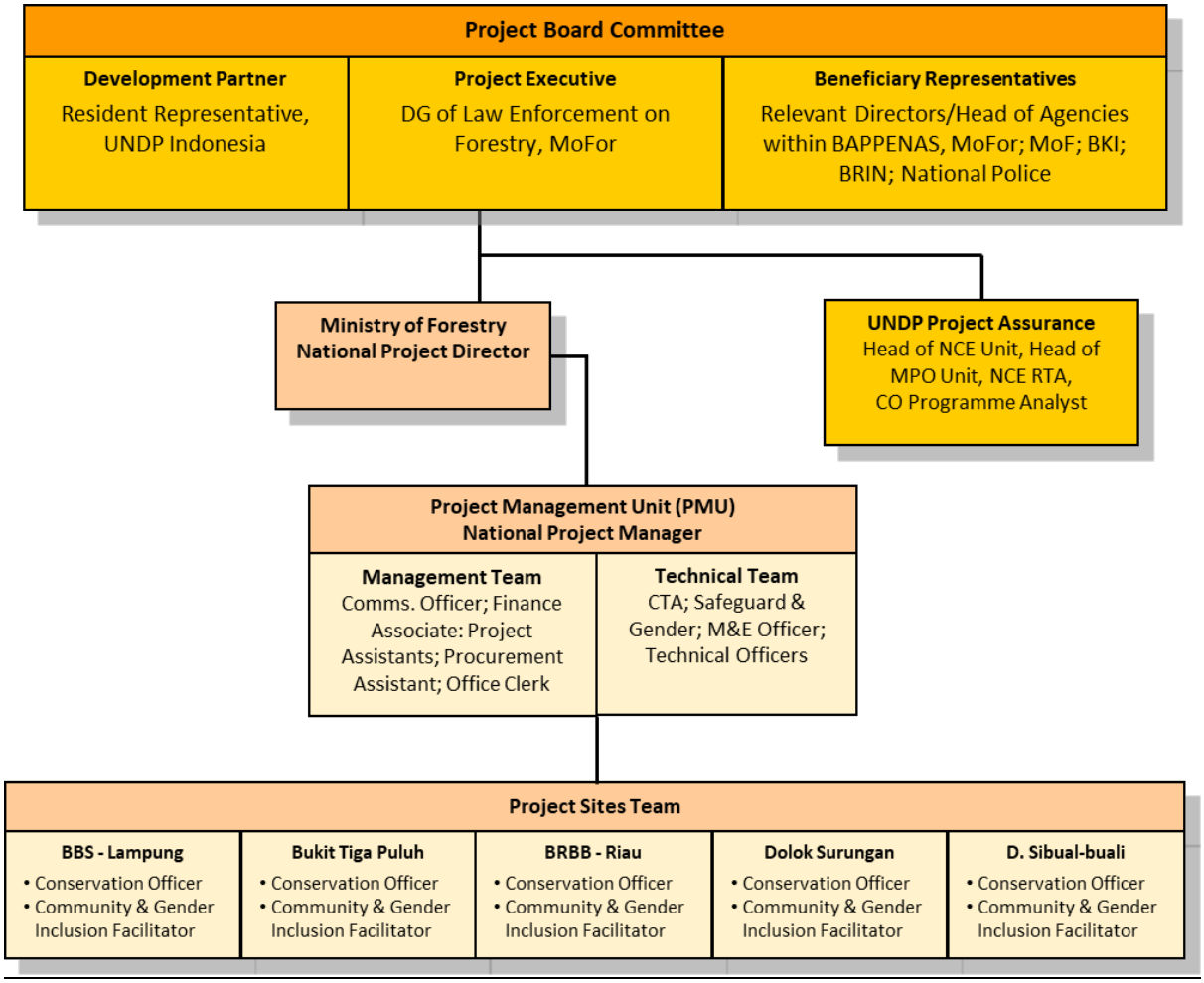


Figure 4: Project Organization Structure

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.

313. 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-á-vis UNDP representation on the Project Board

314. 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.

315. 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) and Head of Management Performance and Oversight (MPO) unit. 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:**

316. 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.

317. 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).

318. 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.

319. 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, this may include field monitoring to validate the progress of project results, as deemed necessary.
- 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.

320. **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 Bappenas, 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.

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

b) Project Assurance:

322. 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.

323. 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:

324. 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.

325. 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.

326. 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.

IX. FINANCIAL PLANNING AND MANAGEMENT

327. The total cost of the project is USD **71,284,298**. This is financed through a GEF grant of USD 14,428,898. administered by UNDP, and additional support of USD **56,855,400**. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources.

328. **Co-financing**: The actual realization of project co-financing amounts will be monitored by the UNDP and the PMU on an annual basis in the GEF PIR and will be reported to the GEF during the mid-term review and terminal evaluation process as follows.

Sources of Co-Financing	Name of Co-Financier	Type of Co-Financing	Investment Mobilized	Co-financing amount (USD
Recipient Country Government	**Ministry of Forestry** (Directorate General of Law Enforcement on Forestry)	Public investment	Investment mobilized	28,360,000
		In-Kind	Recurrent expenditures	26,600,000
Recipient Country Government	**Ministry of Finance** (Directorate General of Customs and Excise)	Public investment	Investment mobilized	792,000
Recipient Country Government	**Indonesia Quarantine Agency** (Deputy for Animal Quarantine)	Public investment	Investment mobilized	103,400
GEF Agency	UNDP	Grant	Investment mobilized	1,000,000
Total				**56,855,400**

329. **Budget Revision and Tolerance:** As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

330. Should the following deviations occur, the Project Manager/IP through UNDP will seek the approval of the BPPS/Environment-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.

b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.

c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

331. UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity).

332. **Project extensions:** The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-

GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

333. For any extension request, UNDP and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the extended period. The BPPS-NCE Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the IP or internal UNDP resources) can be identified.
All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

334. **Audit:** The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

335. **Transfer or disposal of assets**: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project (it is strongly encouraged to be done before the operational closure date). In all cases of transfer, a transfer document must be prepared and kept on file33. The transfer should be done before Project Management Unit complete their assignments.

336. **Completion Date:** The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

337. **Project Closure**: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

338. **Operational completion (closure)**: **Operational closure must happen within 9 months from project completion date**. Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.

339. **Financial completion (closure)**: **Financial closure must happen within 6 months of operational closure or after the date of cancellation.** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

340. **Cancellation and Suspension:** All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions).

341. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/VF Hub in New York. No action is required by the UNDP Country Office on the actual refund from

UNDP project to the GEF Trustee. Unspent project balance is not permitted to be transferred to any other projects.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan		
Quantum Award ID:	*1404423*	Quantum Output Project ID: *01004753*
Quantum Proposal or Award Title:	Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE)	
Quantum Business Unit	UNDP-IDN	
Atlas Primary Output Project Title	Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE)	
UNDP-GEF PIMS No.	9613	
Implementing Partner	Directorate General of Law Enforcement, Ministry of Forestry	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Responsible Party	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year *2026* (USD)	Amount Year *2027* (USD)	Amount Year *2028* (USD)	Amount Year *2029* (USD)	Amount Year *2030* (USD)	Amount Year *2031* (USD)	Total (USD)	See Budget Note:
Component 1: Enabling law enforcement systems	*Outcome 1: Enhanced policy, regulatory framework and governance for integrated wildlife-related law enforcement*	*MoFor*	*62000*	*010003*	*71300*	*Local Consultants*	0	141,750	113,900	23,900	21,450	6,750	307,750	1
					71600	*Travel*	1,508	18,526	18,526	18,526	18,526	9,520	85,132	2
					71800	*Contractual Services - Impl. Partner*	33,295	68,640	70,730	72,780	74,870	38,460	358,775	3
					72100	*Contractual Services - Companies*	15,000	155,000	162,500	147,500	125,000	25,000	630,000	4
					74200	*Audio Visual & Print Prod Costs*	0	1,485	7,985	8,485	2,985	1,485	22,425	5
					75700	*Training, Workshops and Confer*	55,000	67,000	67,000	62,750	48,250	0	300,000	6
		Total MoFor					**104,803**	**452,401**	**440,641**	**333,941**	**291,081**	**81,215**	**1,704,082**	
	Total Outcome 1						**104,803**	**452,401**	**440,641**	**333,941**	**291,081**	**81,215**	**1,704,082**	
Total Component 1							**104,803**	**452,401**	**440,641**	**333,941**	**291,081**	**81,215**	**1,704,082**	
Component 2: Effective collaboration among various stakeholders for wildlife protection	*Outcome 2: Increased institutional capacities and coordination for wildlife-related law enforcement and protection of biodiversity*	*MoFor*	*62000*	*010003*	*71300*	*Local Consultants*	0	202,125	161,500	107,625	0	0	471,250	7
					71600	*Travel*	0	56,000	56,000	56,000	56,000	56,000	280,000	8
					71800	*Contractual Services - Impl. Partner*	37,833	78,000	80,382	82,716	85,098	43,716	407,745	9
					72100	*Contractual Services - Companies*	0	495,500	415,500	403,000	188,000	113,000	1,615,000	10
					72200	*Equipment and Furniture*	0	25,000	37,500	37,500	0	0	100,000	11
					72800	*Information Technology Equipment*	0	0	232,032	232,032	0	0	464,064	12
					73300	*Rental & Maint of Info Tech Eq*	0	3,000	3,000	3,000	3,000	3,000	15,000	13
					73400	*Rental & Maint of Other Equipment*	3,500	7,000	7,000	7,000	7,000	3,500	35,000	14
					74200	*Audio Visual & Print Prod Costs*	0	0	10,125	10,125	4,125	3,125	27,500	15
					75700	*Training, Workshops and Confer*	69,000	184,552	184,552	184,552	167,052	133,052	922,760	16
		Total MoFor					**110,333**	**1,051,177**	**1,187,591**	**1,123,550**	**510,275**	**355,393**	**4,338,319**	
	Total Outcome 2						**110,333**	**1,051,177**	**1,187,591**	**1,123,550**	**510,275**	**355,393**	**4,338,319**	
Total Component 2							**110,333**	**1,051,177**	**1,187,591**	**1,123,550**	**510,275**	**355,393**	**4,338,319**	

Component 3: Wildlife Habitat Protection, Prevention of Biodiversity Loss, and Zoonotic Risk Control	*Outcome 3.1: Effectively managed and protected critical wildlife habitats*	*MoFor*	*62000*	*010003*	*71300*	*Local Consultants*	0	60,750	98,480	98,480	93,090	27,000	377,800	17
					71600	*Travel*	0	73,750	73,750	73,750	73,750	55,000	350,000	18
					71800	*Contractual Services - Impl. Partner*	63,401	130,800	134,878	138,876	142,954	73,476	684,385	19
					72100	*Contractual Services - Companies*	0	112,830	112,830	112,830	112,830	75,000	526,320	20
					72200	*Equipment and Furniture*	0	25,000	87,500	75,000	37,500	0	225,000	21
					72600	*Grants*	0	200,000	200,000	200,000	200,000	200,000	1,000,000	22
					73400	*Rental & Maint of Other Equipment*	0	10,000	10,000	10,000	10,000	10,000	50,000	23
					75700	*Training, Workshops and Confer*	31,250	52,500	50,000	50,000	48,750	17,500	250,000	24
		Total MoFor					**94,651**	**665,630**	**767,438**	**758,936**	**718,874**	**457,976**	**3,463,505**	
	Total Outcome 3.1						**94,651**	**665,630**	**767,438**	**758,936**	**718,874**	**457,976**	**3,463,505**	
	Outcome 3.2: Wildlife supply chains managed to reduce zoonotic spillover risks and maintaining human health	*MoFor*	*62000*	*010003*	*71600*	*Travel*	0	23,500	23,500	23,500	23,500	16,000	110,000	25
					71800	*Contractual Services - Impl. Partner*	38,976	80,400	82,896	85,344	87,840	45,144	420,600	26
					72100	*Contractual Services - Companies*	0	160,000	160,000	160,000	160,000	110,000	750,000	27
					72200	*Equipment and Furniture*	0	12,500	37,500	25,000	0	0	75,000	28
					73400	*Rental & Maint of Other Equipment*	0	4,250	4,250	4,250	4,250	3,000	20,000	29
					75700	*Training, Workshops and Confer*	0	24,500	24,500	24,500	24,500	17,000	115,000	30
		Total MoFor					**38,976**	**305,150**	**332,646**	**322,594**	**300,090**	**191,144**	**1,490,600**	
	Total Outcome 3.2						**38,976**	**305,150**	**332,646**	**322,594**	**300,090**	**191,144**	**1,490,600**	
Total Component 3							**133,627**	**970,780**	**1,100,084**	**1,081,530**	**1,018,964**	**649,120**	**4,954,105**	
Component 4: Knowledge exchange for transformational results	*Outcome 4: Upscaled knowledge and technology on Integrated law enforcement and decision-making support systems*	*MoFor*	*62000*	*010003*	*71600*	*Travel*	0	29,000	29,000	29,000	29,000	24,000	140,000	31
					71800	*Contractual Services - Impl. Partner*	46,670	96,240	99,172	102,072	105,004	53,952	503,110	32
					72100	*Contractual Services - Companies*	0	240,000	240,000	240,000	240,000	240,000	1,200,000	33
					72200	*Equipment and Furniture*	0	34,000	34,000	34,000	34,000	34,000	170,000	34
					72600	*Grants*	0	15,000	15,000	15,000	15,000	15,000	75,000	35
					72800	*Information Technology Equipment*	0	3,750	3,750	3,750	3,750	0	15,000	36
					73300	*Rental & Maint of Info Tech Eq*	0	0	2,000	2,000	2,000	2,000	8,000	37
					74200	*Audio Visual & Print Prod Costs*	0	20,163	20,163	20,163	20,163	20,163	100,815	38
					75700	*Training, Workshops and Confer*	0	37,707	37,707	37,707	31,636	43,779	188,536	39
		Total MoFor					**46,670**	**475,860**	**480,792**	**483,692**	**480,553**	**432,894**	**2,400,461**	
	Total Outcome 4						**46,670**	**475,860**	**480,792**	**483,692**	**480,553**	**432,894**	**2,400,461**	
Total Component 4							**46,670**	**475,860**	**480,792**	**483,692**	**480,553**	**432,894**	**2,400,461**	
Monitoring and Evaluation (M&E)	*Project implementation and results strengthened through participatory*	*MoFor*	*62000*	*010003*	*71800*	*Contractual Services - Impl. Partner*	6,403	13,200	13,610	14,004	14,414	7,404	69,035	43
					75700	*Training, Workshops and Confer*	26,477	0	0	0	0	0	26,477	44
		Total MoFor					**32,880**	**13,200**	**13,610**	**14,004**	**14,414**	**7,404**	**95,512**	
		UNDP	*62000*	*010003*	*71200*	*International Consultants*	0	11,760	41,160	11,760	11,760	41,160	117,600	40

	and gender sensitive monitoring and evaluation				*71300*	*Local Consultants*	2,700	5,400	18,900	5,400	5,400	16,200	54,000	41
					71600	*Travel*	4,073	8,146	26,646	8,146	8,146	22,573	77,729	42
		Total UNDP					**6,773**	**25,306**	**86,706**	**25,306**	**25,306**	**79,933**	**249,329**	
Total M&E							**39,653**	**38,506**	**100,316**	**39,310**	**39,720**	**87,337**	**344,841**	
Project Management Cost (PMC)	*PMC*	*MoFor*	*62000*	*010003*	*71800*	*Contractual Services - Impl. Partner*	62,323	62,323	62,323	62,323	62,323	62,325	373,940	46
					72500	*Supplies*	310	310	310	310	310	310	1,860	47
					72800	*Information Technology Equipment*	2,650	0	0	0	0	0	2,650	48
		Total MoFor					**65,283**	**62,633**	**62,633**	**62,633**	**62,633**	**62,635**	**378,450**	
		UNDP	*62000*	*010003*	*71400*	*Contractual Services - Individual*	43,440	43,440	43,440	43,440	43,440	43,440	260,640	45
					74100	*Professional Services*	8,000	8,000	8,000	8,000	8,000	8,000	48,000	49
		Total UNDP					**51,440**	**51,440**	**51,440**	**51,440**	**51,440**	**51,440**	**308,640**	
Total Project Management Cost							***116,723***	***114,073***	***114,073***	***114,073***	***114,073***	***114,075***	***687,090***	
Total Project Grant							**551,809**	**3,102,797**	**3,423,497**	**3,176,096**	**2,454,666**	**1,720,034**	**14,428,898**	

Budget Notes

Budget Note No.	Project output (Description)
Component 1/Outcome 1	
1	**71300. Local consultants. Total: USD 307,750** **Safeguards Consultant,** 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. **Local Safeguards Consultant,** for 15 weeks at USD 2,250 per week (USD 33,750), associated with conducting the SESA under Output 1.1. **Local Policy-Legal Consultants,** 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.
2	**71600. Travel. Total: USD 85,132** 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).
3	**71800. Contractual Services Implementing Partner. Total: USD 358,775** **Chief Technical Advisor,** for 10 months out of 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 (sub-total: USD 53,300); providing strategic and technical advisory assistance for activities under Outcome 1. **Technical Officer,** for 61 months out of 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 (sub-total: USD 191,235); providing technical assistance for activities under Outcome 1. **Safeguards and Gender Officer,** for 8 months out of 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 (sub-total: USD 25,080); providing technical assistance for the implementation of safeguards instruments under Outcome 1. **M&E Officer,** for 8 months out of 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 (sub-total: USD 25,080); providing technical assistance for activities under Outcome 1. **Site Officers (10),** for 4 months out of a total of 66 months for each of these positions (40 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 39,000); providing technical assistance for activities under Outcome 1. **Communications Officer,** for 8 months out of 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 (sub-total: USD 25,080); providing technical assistance for activities under Outcome 1.
4	**72100. Contractual services – Companies. Total: USD 630,000** Output 1.1: Contracted partner(s) supporting development, training on regulatory instruments (USD 75,000). 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). 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). 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).
5	**74200. Audio visual & print production costs. Total: USD 22,425** 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 5,000), and Output 1.4 (USD 5,000).
6	**75700. Training, Workshop, Conference. Total: USD 300,000** 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).

Component 2:	
7	**71300. Local consultants. Total: USD 471,250** **Local IWT Specialists,** for 30 weeks at USD 2,250 per week (USD 67,500) providing technical and legal assistance for activities under Output 2.1. **Local Wildlife Conservation Specialists,** for 20 weeks at USD 2,250 per week (USD 45,000) providing technical and legal assistance for activities under Output 2.1. **Local IWT Law Specialists,** for 40 weeks at USD 2,250 per week (USD 90,000) providing technical and legal assistance for activities under Output 2.4. **International IWT Transnational Law Specialist,** for 25 weeks at USD 4,900 per week (USD 122,500), providing technical and legal assistance for activities under Output 2.4. **Local Facilitation Specialists,** for 40 weeks at USD 2,250 per week (USD 90,000) providing facilitation services for activities under Output 2.4 **Local Interpretation-Translation Specialists,** for 25 weeks at USD 2,250 per week (USD 56,250) providing interpretation and translation services for activities under Output 2.4.
8	**71600. Travel. Total: USD 280,000** 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).
9	**71800. Contractual services – Implementing Partner. Total: USD 407,745** **Chief Technical Advisor,** for 12 months out of 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 (sub-total: USD 63,960); providing strategic and technical advisory assistance for activities under Outcome 2. **Technical Officer,** for 61 months out of 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 (sub-total: USD 191,235); providing technical assistance for activities under Outcome 2. **Safeguards and Gender Officer,** for 10 months out of 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 (sub-total: USD 31,350); providing technical assistance for the implementation of safeguards instruments under Outcome 2. **Site Officers (10),** for 6 months out of a total of 66 months for each of these positions (60 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 58,500); providing technical assistance for activities under Outcome 2 **M&E Officer,** for 10 months out of 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 (sub-total: USD 31,350); providing technical assistance for activities under Outcome 2. **Communications Officer**, for 10 months out of 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 (sub-total: USD 31,350); providing technical assistance for activities under Outcome 2.
10	**72100. Contractual services – Companies. Total: USD 1,615,000** Output 2.1: Contracted partner for developing and operating an online system for providing expanded access to information on wildlife rescue centers and conservation institutions (USD 300,000). Output 2.1: Contracted partner for developing technical guidelines on conducting socioeconomic studies and habitat assessments for release of confiscated animals (USD 265,000). 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). Output 2.3: Contracted partner for designing and constructing facility improvements to the Forestry Academy (USD 300,000). Output 2.3: Contracted partner for conducting needs assessment, curriculum development, and delivery of training of trainers (USD 175,000). 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).
11	**72200. Equipment and furniture. Total: USD 100,000** Output 2.2. Field equipment, such as Bento Labs to support evidence-based case-building (USD 50,000). 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).
12	**72800. Information technology equipment. Total: USD 464,064** Output 2.1: Information technology equipment for improving collaboration across law enforcement agencies (USD 130,000). Output 2.2: Mobile and remote-based IT equipment connected with the digital platform (USD 80,000). Output 2.3: Information and communications technology equipment for the Forest Academy (USD 229,064). Output 2.4: IT equipment for strengthening digital case management (USD 25,000).
13	**73300. Rental & Maintenance of Information Technology Equipment. Total: USD 15,000** Output 2.2: Software licenses and other related rental and maintenance of IT equipment (USD 15,000).

14	**73400. Rental & Maintenance of Other Equipment. Total: USD 35,000** 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).
15	**74200. Audio visual & print production costs. Total: USD 27,500** 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).
16	**75700. Training, Workshop, Conference. Total: USD 922,760** 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).
Component 3/Outcome 3.1:	
17	**71300. Local consultants. Total: USD 377,800** **Safeguards Consultant,** 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). **HWC Insurance Specialist,** for 12 weeks at USD 4,900 per week (USD 58,800), providing technical for activities under Output 3.1.4. **Local Safeguards Consultants,** 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), **Local Mediator,** for 30 weeks at USD 2,250 per week (USD 67,500) providing mediation assistance at the Dolok Surungun WR. **Local Mediator,** 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).
18	**71600. Travel. Total: USD 350,000** 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).
19	**71800. Contractual services – Implementing Partner. Total: USD 684,385** **Chief Technical Advisor,** for 20 months out of 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 (sub-total: USD 106,600); providing strategic and technical advisory assistance for activities under Outcome 3.1. **Technical Officer,** for 41 months out of 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 (sub-total: USD 128,535); providing technical assistance for activities under Outcome 3.1. **Safeguards and Gender Officer,** for 22 months out of 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 (sub-total: USD 68,970); providing technical assistance for the implementation of safeguards instruments under Outcome 3.1. **M&E Officer,** for 16 months out of 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 (sub-total: USD 50,160); providing technical assistance for activities under Outcome 3.1. **Communications Officer,** for 12 months out of 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 (sub-total: USD 37,620); providing technical assistance for activities under Outcome 3.1. **Site Officers (10),** for 30 months out of a total of 66 months for each of these positions (300 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 292,500); providing technical assistance for activities under Outcome 3.1.
20	**72100. Contractual services – Companies. Total: USD 526,320** 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). Output 3.1.2: Contracted partner, developing a centralized platform to aggregate patrol data across the target areas (USD 51,320). 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). 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). Output 3.1.4: Contracted partner for pilot insurance schemes that compensate for damages by wildlife and incentivizing communities (USD 25,000).
21	**72200. Equipment and furniture. Total: USD 225,000** 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). 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).
22	**72600. Grants. Total: USD 1,000,000**

	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). Output 3.1.3: Low-value grants for community-managed conservation initiatives (5 x USD 80,000 = USD 400,000). 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). Output 3.1.4: Low-value grants for implementing HWC prevention measures (USD 5 x USD 50,000 = USD 250,000).
23	**73400. Rental & Maintenance of Other Equipment. Total: USD 50,000** 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).
24	**75700. Training, Workshop, Conference. Total: USD 250,000** 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).
Component 3/Outcome 3.2:	
25	**71600. Travel. Total: USD 110,000** 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).
26	**71800. Contractual services – Implementing Partner. Total: USD 420,600** **Chief Technical Advisor,** for 12 months out of 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 (sub-total: USD 63,960); providing strategic and technical advisory assistance for activities under Outcome 3.2. **Component 3 Technical Officer,** for 20 months out of 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 (sub-total: USD 62,700); providing technical assistance for activities under Outcome 3.2. **Safeguards and Gender Officer,** for 16 months out of 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 (sub-total: USD 50,160); providing technical assistance for the implementation of safeguards instruments under Outcome 3.2. **M&E Officer,** for 16 months out of 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 (sub-total: USD 50,160); providing technical assistance for activities under Outcome 3.2. **Communications Officer,** for 12 months out of 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 (sub-total: USD 37,620); providing technical assistance for activities under Outcome 3.2. **Site Officers (10),** for 16 months out of a total of 66 months for each of these positions (160 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 156,000); providing technical assistance for activities under Outcome 3.2.
27	**72100. Contractual services – Companies. Total: USD 750,000** 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). 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). 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). 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).
28	**72200. Equipment and furniture. Total: USD 75,000** 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). Output 3.2.2: Procure equipment, such as portable wildlife identification apps, DNA testing kits (USD 25,000).
29	**73400. Rental & Maintenance of Other Equipment. Total: USD 20,000** 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).
30	**75700. Training, Workshop, Conference. Total: USD 115,000** 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).

Component 4/Outcome 4:

31	**71600. Travel. Total: USD 140,000** 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).
32	**71800. Contractual services – Implementing Partner. Total: USD 503,110** **Chief Technical Advisor,** for 8 months out of 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 (sub-total: USD 42,640); providing strategic and technical advisory assistance for activities under Outcome 4. **Technical Officer,** for 4 months out of 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 (sub-total: USD 12,540); providing technical assistance for activities under Outcome 4. **Technical Officer,** for 4 months out of 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 (sub-total: USD 12,540); providing technical assistance for activities under Outcome 4. **Technical Officer,** for 4 months out of 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 (sub-total: USD 12,540); providing technical assistance for activities under Outcome 4. **Technical Officer,** for 65 months out of 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 (sub-total: USD 203,775); providing technical assistance for activities under Outcome 4. **Safeguards and Gender Officer,** for 8 months out of 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 (sub-total: USD 25,080); providing technical assistance for the implementation of safeguards instruments under Outcome 4. **M&E Officer,** for 14 months out of a total of 66 months for this position, at a gross salary of USD 3,135 per month, with a 3% cost-of-living adjustment (sub-total: USD 43,890); providing technical assistance for activities under Outcome 4. **Communications Officer,** for 23 months out of 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 (sub-total: USD 72,105); providing technical assistance for activities under Outcome 4. **Site Officers (5),** for 8 months out of a total of 66 months for each of these positions (80 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 78,000); providing technical assistance for activities under Outcome 4.
33	**72100. Contractual services – Companies. Total: USD 1,200,000** 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). 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). 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). 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).
34	**72200. Equipment and furniture. Total: USD 170,000** 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). Output 4.2: Procure drones and camera traps for real-time monitoring in target wildlife habitats and high-risk locations (USD 20,000).
35	**72600. Grants. Total: USD 75,000** Output 4.4: Low-value grants for youth internships, competitions, involvement in research projects (USD 75,000)
36	**72800. Information technology equipment. Total: USD 15,000** 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).
37	**73300. Rental & Maintenance of Information Technology Equipment. Total: USD 8,000** Output 4.2: Software licenses, connectivity charges and other related rental and maintenance of IT equipment (USD 8,000).
38	**74200. Audio visual & print production costs. Total: USD 100,815** Output 4.3: Audiovisual and print production costs supporting dissemination, outreach and advocacy (USD 100,815).
39	**75700. Training, Workshop, Conference. Total: USD 188,536**

	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).
Monitoring & Evaluation:	
40	**71200. International consultants. Total: USD 117,600** International MTR Consultant for 6 weeks at USD 4,900 per week (sub-total: USD 29,400). International TE Consultant for 6 weeks at USD 4,900 per week (sub-total: USD 29,400). 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.
41	**71300. Local consultants. Total: USD 54,000** National MTR Consultant for 6 weeks at USD 2,250 per week (sub-total: USD 13,500). National TE Consultant for 6 weeks at USD 2,250 per week (sub-total: USD 13,500). Local M&E Consultant(s) conducting miscellaneous M&E activities, for 12 weeks at USD 2,250 per week (sub-total: USD 27,000).
42	**71600. Travel. Total: USD 77,729** Travel for Midterm Evaluation – include with Intl. & Nat. Consultants (USD 18,500) and terminal evaluation include with Intl. & Nat. Consultants (USD 18,500). M&E activities Travel – include with Project Site Visits (USD 40,729).
43	**71800. Contractual services – Implementing Partner. Total: USD 69,035** **Chief Technical Advisor,** for 4 months out of 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 (sub-total: USD 21,320); providing technical assistance for project M&E. **Technical Officer,** for 1 month out of 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 (sub-total: USD 3,135); providing technical assistance for project M&E under Component 1. **Technical Officer,** for 1 month out of 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 (sub-total: USD 3,135); providing technical assistance for project M&E under Component 2. **Technical Officer,** for 1 month out of 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 (sub-total: USD 3,135); providing technical assistance for project M&E under Component 3. **Technical Officer,** for 1 month out of 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 (sub-total: USD 3,135); providing technical assistance for project M&E under Component 4. **Safeguards and Gender Officer,** for 2 months out of 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 (sub-total: USD 6,270); providing technical assistance for M&E of the implementation of safeguards instruments. **M&E Officer,** for 2 months out of 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 (sub-total: USD 6,270); providing technical assistance on M&E activities, guiding site-level M&E, and providing inputs to M&E reports. **Communications Officer,** for 1 month out of 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 (sub-total: USD 3,135); providing technical assistance for project M&E activities and reporting. **Site Officers (10),** for 2 months out of a total of 66 months for each of these positions (20 months combined), at an average gross salary of USD 975 per month per position inclusive of a 3% cost-of-living adjustment (sub-total: USD 19,500); providing technical assistance on site level M&E activities.
44	**75700. Training, Workshop, Conference. Total: USD 26,477** Workshop expenses for the inception workshop (USD 26,477).
Project Management Cost:	
45	**71400. Contractual Services Individuals. Total: USD 260,640** **Finance Associate,** for 72 months, at an average gross salary of USD 1,865 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 134,280); providing in supporting project management. **Finance Assistant**, for 72 months, at an average gross salary of USD 1,755 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 126,360), Providing in supporting project management.
46	**71800. Contractual services – Implementing Partner. Total: USD 373,940** **Project Manager,** for 72 months, at an average gross salary of USD 4,020 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 289,440), providing project management services. **Procurement Assistant,** 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. **Office Clerk,** for 60 months, at an average gross salary of USD 596.67 per month inclusive of a 3% cost-of-living adjustment (sub-total: USD 35,800), supporting project management.

47	**72500. Supplies**. **Total: USD 1,860** Costs for office supplies for the operation of the Project Management Unit, at USD 310 per year for 6 years (USD 1,860).
48	**72800. Information technology equipment. Total: USD 2,650** Computer and other IT equipment for the Project Management Unit (USD 2,650).
49	**74100. Professional services. Total: USD 48,000** Financial audits and spot-checks during the 6-year project implementation timeframe, at USD 8,000 per year for 6 years (USD 48,000).

XI. LEGAL CONTEXT

342. The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

343. This project will be implemented by the **Directorate General of Law Enforcement, Ministry of Forestry** ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XII. RISK MANAGEMENT

344. Consistent with the Supplemental Provisions to the Project Document, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out.

b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

345. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

346. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

347. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH

may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

348. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially, record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

349. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

350. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

351. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

352. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

353. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

354. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

355. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

356. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

357. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

358. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

359. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

360. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

361. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

XIII. MANDATORY ANNEXES

Annex 1: GEF budget template
Annex 2: Signed LOA between UNDP and IP requesting UNDP support services
Annex 3: Project map and geospatial coordinates of project sites
Annex 4: Multiyear work plan
Annex 5: UNDP social and environmental screening report
Annex 6: UNDP risk register
Annex 7: Terms of reference for the project team
Annex 8: Terms of reference for the Project Board
Annex 9: Stakeholder engagement plan
Annex 10: Environmental and social management plan
Annex 11: Indigenous peoples plan
Annex 12: Gender analysis and gender action plan
Annex 13: Livelihood action framework
Annex 14: Process framework
Annex 15: Grievance redress mechanism
Annex 16: Security risk assessment
Annex 17: Climate and disaster risk screening report
Annex 18: Procurement plan
Annex 19: Baseline review of policy, legal and institutional frameworks
Annex 20: Baseline METT assessments (GEF METT Tracking Tools)
Annex 21: Conservation needs assessment and PA profiling
Annex 22: Baseline report on human-wildlife conflict measures and best practices
Annex 23: SMART assessment report on the impact of patrol activities
Annex 24: Landscape profiles: land use aspects and wildlife crime
Annex 25: Baseline report on tracking wildlife crime cases, forensic techniques and surveillance tools
Annex 26: Baseline report on the economic drivers of wildlife poaching and trafficking
Annex 27: Baseline analysis on understanding the human dimensions in wildlife related crimes
Annex 28: Baseline sociological analysis on the characteristics of wildlife crime offenders
Annex 29: Preliminary sustainability strategy
Annex 30: Estimation of greenhouse emissions mitigated
Annex 31: GEF results measurement framework worksheet
Annex 32: Rio markers and taxonomy worksheet
Annex 33: Co-financing letters
Annex 34: Justification for requesting UNDP execution support services
Annex 35: Partners capacity assessment tool (PCAT)
Annex 36: HACT assessment
Annex 37: Project Quality Assurance
Annex 38: GEF OFP Endorsement 04 April 2023
Annex 39: Records of stakeholder consultations during project preparation phase