United Nations Development Programme

Project Document

Project title: *Enhancing co-benefits of conservation area management through an inclusive wildlife-based ecotourism strategy (WILDLIFE ECOTOURISM)*		
Country: *Indonesia*	**Implementing Partner (GEF Executing Entity):** *Ministry of Forestry (MoFor) -Directorate of Environmental Services, DG Conservation of Natural Resources and Ecosystem*	**Execution Modality:** *National Implementation Modality (NIM)*

Contributing Outcome (UNDAF/CPD, RPD, GPD)*:*

United Nations Sustainable Development Cooperation Framework (UNSDCF) 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.
SF IRRF A.4.2.3 Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime
SF IRRF C.1.1 Number of initiatives, policies, mechanisms, and/or strategies that strengthen service delivery, sustainable resource management, socio economic opportunities and/or community resilience at the subnational level

UNDP Social and Environmental Screening Category: *Moderate*	**UNDP Gender Marker:** *GEN2 (Gender equality as a significant objective)*
Quantum Award ID: 1537467	**Quantum Project ID: 01005365**
UNDP-GEF PIMS ID number: 9987	**GEF Project ID number: 11638**
LPAC meeting date: 3 July 2025	
Last possible date to submit to GEF: May 9, 2025	
Latest possible CEO endorsement date: August 8, 2025	
Project duration in months: 60 months (5 years)	
Planned start date: February 2, 2026	**Planned completion date:** February 1, 2031
Expected date of Mid-Term Review: August 10, 2028	**Expected date of Terminal evaluation:** December 10, 2030
Expected Operational Closure Date: October 10, 2031	**Expected Financial Closure Date:** April 10, 2032

Brief project description:

The GBFF ECOTOURISM Project in Indonesia tackles several pressing challenges, including deforestation, illegal wildlife trade, and unsustainable tourism practices that threaten the country's rich biodiversity and vulnerable local communities. The project focuses on five diverse National Parks—Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi—where poorly maintained infrastructure, lack of community participation, and lack of direct reinvestment of tourism revenue into

conservation hamper biodiversity conservation potential. The project's objective is to enhance biodiversity conservation in the National Parks by establishing wildlife-based ecotourism as a robust, community-driven model for sustainable development.

To achieve this objective, the project applies five key strategies (components). First, it strengthens the enabling framework for wildlife-based ecotourism in Conservation Areas by developing national action plans, standards, and financial mechanisms. Second, it improves capacities in target National Parks, building local skills and infrastructure for wildlife-based ecotourism. Third, it supports community-led initiatives that integrate traditional knowledge and actively involve Indigenous Peoples and Local Communities (IPLCs) in ecotourism ventures. Fourth, it fosters robust knowledge management, marketing, and information-sharing across parks, boosting visitor experiences and replication of best practices. Finally, it deploys a participatory, gender-responsive monitoring and evaluation system to track progress, adaptively manage resources, and ensure equitable benefit-sharing for all stakeholders. Through introduction of inclusive wildlife-based ecotourism model the project will improve management across approximately 1,932,637 ha of PA, encompassing the terrestrial portions of Tanjung Puting, Way Kambas, Baluran, and Alas Purwo National Parks (611,650 ha) as well as the marine area of Wakatobi National Park (1,320,987 ha). Around 6,000 local people (40% are women) are expected to benefit directly from the project's capacity-building, livelihood, and conservation initiatives.

FINANCING PLAN	
GBFF grant	USD 6,192,695
UNDP TRAC resources	-
(1) Total Budget administered by UNDP	USD 6,192,695
(2) Total confirmed co-financing to this project not administered by UNDP	USD 21,000,000
(3) Grand-Total Project Financing (1)+(2)	USD 27,192,695

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

- **TABLE OF CONTENTS**

I. TABLE OF CONTENTS 3

II. DEVELOPMENT CHALLENGE 5

III. STRATEGY 23

IV. RESULTS AND PARTNERSHIPS 46

POTENTIAL SOCIAL AND ENVIRONMENTAL IMPACTS: 70

PROCEDURES FOR SCREENING, ASSESSING AND MANAGING SOCIAL AND ENVIRONMENTAL IMPACTS . ERROR! BOOKMARK NOT DEFINED.

V. PROJECT RESULTS FRAMEWORK 85

VI. MONITORING AND EVALUATION (M&E) PLAN 94

MONITORING PLAN: 94

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS 102

VIII. FINANCIAL PLANNING AND MANAGEMENT 104

IX. TOTAL BUDGET AND WORK PLAN 107

X. LEGAL CONTEXT. 117

XI. RISK MANAGEMENT 117

XII. MANDATORY ANNEXES 121

LIST OF ACRONYMS

ASEAN	Association of Southeast Asian Nations
BFP	Biodiversity Finance Plan
BOT	Build-Operate-Transfer
CAs	Conservation Areas
CBO	Community-Based Organization
CI	Core Indicators
DG	Directorate General (in context: DG Conservation of Natural Resources and Ecosystem)
FE	Final Evaluation
FPIC	Free, Prior and Informed Consent
GBFF	Global Biodiversity Framework Fund
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GoI	Government of Indonesia
ha	Hectare(s)
IBSAP	Indonesian Biodiversity Strategy and Action Plan
IPLC	Indigenous Peoples and Local Communities
INV	Investment
KAP	Knowledge, Attitudes, and Practices (survey)
KMS	Knowledge Management System
METT	Management Effectiveness Tracking Tool
MoEF	Ministry of Environment & Forestry
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organization
NT	National Target(s)
NP	National Park
PAs	Protected Areas
PPG	Project Preparation Grant
RBM	Results-Based Management
Ramsar	Ramsar Convention on Wetlands of International Importance
SESA	Strategic Environmental and Social Assessment
SOP	Standard Operating Procedure(s)
TBC	To Be Confirmed
TA	Technical Assistance
TOC	Theory of Change
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

I. DEVELOPMENT CHALLENGE

Indonesia is a vast archipelagic nation located in Southeast Asia, between the Indian and Pacific Oceans. It comprises over 17,000 islands, including major ones like Sumatra, Java, Borneo (shared with Malaysia and Brunei), Sulawesi, and parts of New Guinea, making it the world's largest archipelagic state[1]. The total land area of Indonesia is approximately 1,904,569 square kilometers, ranking it as the 14th largest country globally[2]. The country's terrain is diverse, featuring coastal lowlands and interior mountains on larger islands. The highest point is Puncak Jaya in Papua, standing at 4,884 meters above sea level[3]. As of 2024, Indonesia's population is estimated at around 283.5 million people, making it the fourth most populous country in the world. The population density is approximately 156 people per km², with a significant concentration on the island of Java, which houses over 56% of the population and is the world's most populous island[4]. Indonesia is ethnically diverse, with over 1,300 ethnic groups. The Javanese are the largest ethnic group, comprising about 40.1% of the population, followed by the Sundanese at 15.5%[5].

Indonesia's economy is one of the largest in Southeast Asia and is classified as an emerging market and developing economy. It is heavily reliant on natural resources, with key sectors including agriculture, mining, manufacturing, and services. Indonesia is a major exporter of commodities such as palm oil, coal, natural gas, and rubber, and it holds vast reserves of nickel, copper, and gold. However, the country faces challenges in moving away from resource dependency and fostering value-added industries. The government has made significant efforts to diversify the economy, focusing on sectors such as digital services, tourism, and renewable energy. As of 2023, Indonesia's Gross Domestic Product (GDP) was approximately USD 1.39 trillion, making it the 16th largest economy globally. Per capita GDP stands at around USD 4,900, though income inequality remains a persistent issue, with wealth concentrated in urban areas, particularly on Java. Indonesia's economic performance has been influenced by its large and growing domestic market, supported by a population of over 280 million people[6].

Tourism plays a vital role in Indonesia's economy, contributing significantly to GDP and employment. The country is renowned for its rich cultural heritage, natural beauty, and diverse attractions. Iconic destinations such as Bali, Yogyakarta, and Komodo National Park draw millions of international tourists annually, while emerging spots like Raja Ampat and Toba Lake are gaining global recognition. Indonesia boasts ten UNESCO World Heritage Sites, including Borobudur Temple and Ujung Kulon National Park, further enhancing its appeal[7]. In 2023, tourism accounted for approximately 4% of Indonesia's GDP, generating around USD 20 billion in revenue. The sector supports over 10 million jobs, including those in hospitality, transportation, and crafts. About almost 50 million people were employed in the tourism and creative economy sectors in Indonesia in 2023[8]. Domestic tourism is also a significant contributor, as the government promotes inter-island travel to reduce reliance on international visitors[9]. Thus, Domestic tourism accounted for 920 million trips in 2024 or increased over 22% compared to previous year[10]. The industry faces challenges such as environmental degradation and uneven distribution of tourist income. To address these issues, the government has focused on sustainable tourism initiatives, including the "10 New Balis" program to diversify destinations and reduce overcrowding in Bali[11]. Investments in infrastructure, digital transformation, and eco-friendly practices aim to further boost Indonesia's tourism sector while preserving its cultural and natural assets.

Wildlife-based tourism takes a significant place in Indonesia's economy by promoting sustainable development and environmental conservation. By focusing on responsible travel to natural areas, the tourism enhances the perceived value of preserving Indonesia's rich biodiversity and cultural heritage. National Parks and other conservation areas (total number – 563 covering 27 million ha) are integral to Indonesia's ecotourism sector, offering diverse ecosystems that attract both domestic and international visitors. The country boasts 57 national parks, with six designated as World Heritage Sites, 19 as

[1] https://en.wikipedia.org/wiki/Indonesia?utm_source
[2] https://www.cia.gov/the-world-factbook/countries/indonesia/?utm_source
[3] https://www.cia.gov/the-world-factbook/countries/indonesia/?utm_source
[4] https://www.worldometers.info/demographics/indonesia-demographics/?utm_source
[5] https://www.cia.gov/the-world-factbook/countries/indonesia/?utm_source
[6] https://openknowledge.worldbank.org/entities/publication/a7aab5fc-6fcc-496c-a56c-80f6065f35c0
[7] https://whc.unesco.org/en/statesparties/id
[8] https://indonesia.go.id/kategori/editorial/8173/sumbangan-pariwisata-untuk-ekonomi-nasional
[9] https://www.indonesia.travel/gb/en/home.html
[10] https://kemenparekraf.go.id/promosi-pariwisata-dan-ekonomi-kreatif/kunjungan-wisman-sepanjang-januari-november-2024-meningkat-20-persen
[11] https://futuresoutheastasia.com/10-new-balis/?utm_source

part of the World Network of Biosphere Reserves, and eight recognized as wetlands of international importance under the Ramsar Convention[12]. In 2022, 2023, and 2024 5,290,383, 6,056,399, and 6,589,528 local tourists respectively visited Indonesia's conservation areas, highlighting the domestic appeal of these natural sites[13]. Overall, wildlife- and nature-based tourism contributes around 35% of Indonesia's total tourism income, underscoring the economic significance of protected areas[14]. National Parks and other conservation areas not only support biodiversity conservation but also provide economic benefits to local communities through sustainable tourism practices. However, challenges such as overcrowding, environmental degradation and the need for infrastructure development persist. Additionally, challenges from the community's perspective, including dependence on forest resources for livelihoods, limited competencies in sustainable tourism management, and varying levels of awareness regarding conservation, can hinder effective ecotourism implementation**.** Effective management and community involvement are essential to ensure that ecotourism within these parks contributes positively to conservation efforts and local livelihoods[15].

Indonesia's unparalleled biodiversity and diverse ecosystems form the cornerstone of its wildlife tourism industry. As one of the world's 17 megadiverse countries, Indonesia harbors approximately 10% of the planet's flowering plant species, 12% of mammals, 16% of reptiles and amphibians, and 17% of birds[16]. The archipelago's varied habitats, ranging from lush rainforests and mangroves to coral reefs and savannas, support this rich array of flora and fauna. Notably, Indonesia is home to iconic species such as the orangutans (*Pongo pygmaeus*, *Pongo abelii*, *Pongo tapanuliensis*, CR), Komodo dragon (*Varanus komodoensis,* EN), Sumatran tiger (*Panthera tigris sumatrae,* CR), Sumatran Rhino (*Dicerorhinus sumatrensis,* CR), Sumatran Elephant (*Elephas maximus sumatranus,* CR), and diverse marine life within the Coral Triangle[17].

Direct Threats for Indonesia's Biodiversity, Protected Areas, and Communities

The biodiversity, protected areas, and local communities in Indonesia are facing serious threats, including (1) Deforestation and Habitat Conversion to Agriculture and Development; (2) Illegal Wildlife Trade (IWT); (3) Marine Ecosystem Degradation due to Overfishing and Pollution; (4) Unsustainable Tourism Practices, including habitat damage and animal disturbance by overcrowding; and (5) Climate Change Impacts that exacerbate the anthropogenic threats. The magnitude and driving forces of the threats are discussed below:

Deforestation and Habitat Conversion to Agriculture and Development: Deforestation and habitat conversion in Indonesia pose significant challenges to conservation efforts, even within designated protected areas (PAs). The primary drivers of these environmental issues include agricultural expansion, particularly for palm oil plantations, logging (both legal and illegal), and infrastructure development, including urbanization. Thus, between 2000 and 2019, the expansion of oil palm plantations in Indonesia accounted for approximately one-third of the country's old-growth forest loss. Specifically, out of the 9.79 million hectares of forest cleared during this period, around 3.09 million hectares were converted to oil palm plantations[18]. Additionally, between 2000 and 2022, urban land in Indonesia expanded by at least 20%, consuming significant portions of forested land, especially around major cities such as Jakarta, Bandung, Surabaya, Medan, and Makassar[19]. Mining (coal, gold, nickel) has driven substantial deforestation too, especially in Kalimantan and Sulawesi[20]. In 2000, Indonesia's forests[21] covered approximately 103.3 million hectares, accounting for over 54% of the country's land area. From 2000 to 2022, Indonesia lost 10.06 Mha of forest cover, making up 10% of its total forest cover loss in the same time period[22]. Despite their status, PAs in Indonesia are not immune to deforestation. A study focusing on South Asia, including Indonesia, revealed that habitat conversion rates inside PAs were similar to those on unprotected lands, and these rates in some cases did not decline following the establishment of the protected status, due to insufficient law enforcement and local community engagement in PA management[23]. The growth of palm oil plantations is a significant contributor to deforestation.

[12] https://en.wikipedia.org/wiki/List_of_national_parks_of_Indonesia?utm_source
[13] https://www.statista.com/statistics/1084663/indonesia-breakdown-of-tourists-to-conservation-areas-by-origin/?utm_source
[14] https://www.statista.com/statistics/1084663/indonesia-breakdown-of-tourists-to-conservation-areas-by-origin/?utm_source
[15] https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_77_vol_9_1__2020_indonesia.pdf?utm_source
[16] https://hlpf.un.org/sites/default/files/statements/2021-11/4488Nirvandar.pdf?utm_source
[17] https://indonesiaexpat.id/travel/ecotourism-in-indonesia-unlocking-sustainable-economic-growth/?utm_source
[18] https://www.sei.org/features/indonesian-palm-oil-exports-and-deforestation/?utm_source=chatgpt.com; https://pmc.ncbi.nlm.nih.gov/articles/PMC8963565/?utm_source=chatgpt.com
[19] https://www.sciencedirect.com/science/article/pii/S2210670724001744?utm_source=chatgpt.com; https://www.sciencedirect.com/science/article/pii/S2351989424001227?utm_source=chatgpt.com
[20] https://jatam.org/id/
[21] Primary and secondary dryland, mangrove, and swamp forests
[22] https://nfms.menlhk.go.id./statistic
[23] https://journals.plos.org/plosone/article?id=10.1371%2Fjournal.pone.0065298&utm_source=chatgpt.com

The loss of forested areas, including those within PAs, threatens Indonesia's rich biodiversity. Species such as orangutans (*Pongo spp.*), Sumatran tigers (*Panthera tigris sumatrae*), and various endemic plant species face heightened risks due to habitat destruction. In Tanjung Puting National Park, Central Kalimantan, oil palm plantation expansion along the park's northern border has severely affected the forest in the park's buffer zone, and forest fires remain a constant threat. Forest loss in the Way Kambas National Park drives wild elephants to wander near villages and lead to human-wildlife conflicts[24]. The International Union for Conservation of Nature (IUCN) has identified numerous Indonesian species as threatened or critically endangered, underscoring the urgent need for effective conservation strategies[25]. The persistence of deforestation within PAs highlights challenges in enforcement and governance. Factors such as insufficient funding, Forest clearance for oil-palm, mining and urban projects deprives Indigenous peoples of their customary forests (e.g., the Awyu in Papua) weakening food security and cultural identity and sparking almost 700 land-conflict cases with the state or companies in the past decade26. The same habitat loss pushes wildlife like Sumatran elephants into village croplands and, together with peat-fire haze from drained plantations, leads to crop destruction, dangerous human–wildlife clashes and thousands of extra respiratory hospitalizations for rural communities each year27.low community involvement, and insufficient enforcement of conservation laws contribute to the ongoing habitat conversion.

Illegal Wildlife Trade (IWT): IWT poses a significant threat to Indonesia's biodiversity, impacting conservation areas. The country serves as a major source, transit point, and consumer in the global wildlife trade network. The illegal wildlife trade in Indonesia is estimated to be worth up to USD 1 billion annually, contributing to a global illicit market valued between USD 7 billion and USD 23 billion per year[28]. Indonesia's rich biodiversity makes it a target for poachers. Species such as the Sumatran tiger (*Panthera tigris sumatrae*), Sunda clouded leopard (*Neofelis diardi*), and various bird species are heavily impacted. For instance, between 2011 and 2019, body parts of 32 Sunda clouded leopards were seized, including live individuals, skins, canines, and claws. Despite their status, national parks and other conservation areas are not immune to poaching. In 2024, Indonesian authorities arrested six suspects involved in the poaching of at least 26 critically endangered Javan rhinos (*Rhinoceros sondaicus*) within Ujung Kulon National Park[29]. The presence of snares and other illegal hunting methods within national parks underscores the need for enhanced anti-poaching measures and community engagement to safeguard many critically endangered species, such as Sumatran tiger[30]. Illegal wildlife trade drains forests of flagship species that underpin Indigenous and village economies—UNODC warns the resulting wildlife crime "jeopardises livelihoods," stripping communities of ecotourism income, bush-meat security and cultural ties to species like orangutans and birds-of-paradise31.

Marine Ecosystem Degradation due to Overfishing and Pollution: Overfishing has led to a notable decline in fish populations, disrupting marine food webs and ecosystem stability. In Southeast Asia, including Indonesia, 64% of coral reefs are threatened by overfishing, with Indonesia and the Philippines together possessing about 77% of the region's coral reefs, nearly all of which are under threat[32]. Despite the establishment of marine Protected Areas, enforcement challenges persist. For instance, in Wakatobi National Park, studies have shown that while no-take areas (NTAs) have led to increases in grouper populations by approximately 31% annually, adjacent lightly fished sites continued to experience declines, indicating the need for broader enforcement strategies[33]. Approximately one-third of Indonesia's coral reefs are degraded, with pollution being a significant contributing factor. The presence of marine plastics has increased, further stressing these ecosystems[34]. Mangroves, vital for coastal protection and as fish nurseries, are also under threat, with half of the areas supporting these crucial trees in a degraded condition[35]. Illegal trawling and other overfishing in near-shore waters have cut small-scale fishers' daily catches to a fraction of previous levels, wiping out incomes and driving poverty in villages like Tanjung Leidong, North Sumatra36. Plastic-

[24] https://indonesia.wcs.org/Wild-Places/Way-Kambas-National-Park.aspx
[25] https://en.wikipedia.org/wiki/Indonesia?utm_source
26 https://www.reuters.com/world/asia-pacific/papuan-tribe-palm-oil-firms-battle-land-rights-indonesian-top-court-2024-06-20/?utm_source=chatgpt.com;https://www.context.news/nature/indonesia-lawmakers-say-indigenous-rights-bill-inching-closer
27 https://news.mongabay.com/2024/07/as-human-elephant-conflicts-in-sumatra-rise-so-does-risk-from-electric-fences/?utm_source=chatgpt.com
[28] https://www.thegef.org/news/race-against-time-combatting-illegal-trade-endangered-species-indonesia?utm_source
[29] https://apnews.com/article/indonesia-javan-rhino-poachers-fdebd5747c5c74061a13edb071deef7f
[30] https://conservewildcats.org/2024/01/02/snaring-in-sumatra/?utm_source
31 https://www.theguardian.com/environment/article/2024/may/13/global-wildlife-crime-untold-harm-un-report-unodc-aoe
[32] https://en.wikipedia.org/wiki/Southeast_Asian_coral_reefs?utm_source
[33] https://en.wikipedia.org/wiki/Wakatobi_National_Park?utm_source
[34] https://www.worldbank.org/en/news/feature/2021/06/07/conserving-oceans-in-the-eastern-seas-of-an-indonesian-archipelago?utm_source
[35] https://www.worldbank.org/en/news/feature/2021/06/07/conserving-oceans-in-the-eastern-seas-of-an-indonesian-archipelago?utm_source
36 https://news.mongabay.com/2025/02/unchecked-illegal-trawling-pushes-indonesias-small-scale-fishers-to-the-brink/

laden runoff and sewage in Youtefa Bay have polluted the Enggros "women's mangrove forest," slashing clam and fish populations and eroding the Indigenous Papuan women's traditional food-gathering livelihood and cultural space37.

Unsustainable Tourism Practices: Unsustainable tourism practices in Indonesia's national parks and other conservation areas have led to environmental degradation, cultural commodification, and social challenges. Thus, in Bali, rapid tourism growth has resulted in extensive construction of accommodations and infrastructure, leading to environmental concerns such as deforestation and overexploitation of natural resources [38]. In Karimunjawa National Park, located in Central Java, unsustainable tourism activities, including improper boat anchoring and excessive visitor numbers, have caused significant harm to coral reef ecosystems[39]. The commercialization of cultural traditions in Bali has disrupted local communities and eroded the authenticity of Balinese heritage[40]. In Wakatobi National Park, located in Southeast Sulawesi, tourism has led to conflicts over resource use, with local communities often excluded from decision-making processes, resulting in tensions and non-compliance with conservation regulations. In the areas near the no-take zones in the Park, tour operators have enacted reef-leasing schemes. Foreign tour operators directly pay local villages for exclusive access to no-take zones for tourism. Villages that sign the reef-leasing contract essentially lose all rights to the area [41]. Baluran National Park, known as "Little Africa in Java," has experienced habitat degradation due to the unsustainable tourism practices. Thus, inadequate infrastructure to manage increasing tourist numbers has led to environmental pressures, including waste management challenges and disturbances to wildlife[42]. Kayan Mentarang National Park, located in North Kalimantan, has faced threats from infrastructure development projects aimed at boosting tourism. These developments have led to deforestation and habitat fragmentation, undermining conservation efforts and impacting indigenous communities that depend on the forest[43]. For example, overtourism in Bali now consumes about 65 % of the island's freshwater for pools and hotels, forcing subak rice-farming families to abandon roughly 1,000 ha of paddies each year and eroding both their livelihoods and centuries-old irrigation culture44. In Wakatobi National Park, "reef-leasing" deals that grant foreign tour operators exclusive access to no-take zones strip Bajau and other local fishers of customary rights, sparking conflict and rule-breaking as their everyday fishing grounds are commercially commodified45.

Climate Change Impacts: Indonesia has experienced one of the highest deforestation rates among tropical countries. Between 2000 and 2012, the country lost approximately 6.02 million hectares of primary forest, contributing to carbon emissions and climate change[46]. Deforestation and forest degradation are major contributors to Indonesia's greenhouse gas emissions, accounting for about 60% of the total emissions[47]. The annual mean temperature in Indonesia has increased by about 0.2°C to 0.3°C per decade since the 1980s. Rainfall patterns have become increasingly unpredictable, with more prolonged dry seasons and intense wet seasons. Sea levels in Indonesia have risen at an average rate of 6-10 millimeters per year, which is higher than the global average[48]. The number of extreme weather events, such as storms, heavy rainfall, and typhoons, has risen significantly. Thus, recent years have seen a rise in the frequency and intensity of heatwaves across Indonesia. For instance, a heatwave from June 24 to June 30, 2024, affected regions around 2.5°S 116.0°E, with mean temperature anomalies reaching 1.1°C above average[49]. The country has witnessed an uptick in extreme precipitation events, leading to severe flooding. In 2023, several floods and storm events resulted in more than 600 reported deaths across South and Southeast Asia, including Indonesia[50].

Climate change poses significant challenges to Indonesia's national parks and other conservation areas, impacting biodiversity, ecosystems, and the livelihoods of communities dependent on these natural resources. Indonesia's forests, encompassing approximately 125 million ha with 27 million ha designated as conservation areas, are experiencing degradation due to climate-induced changes. Alterations in temperature and precipitation patterns affect forest composition

37 https://apnews.com/article/indonesia-papua-women-forest-mangrove-5b754d80dca3b420b821fe4040999dd6
38 https://balitourismjournal.org/ojs/index.php/btj/article/view/109?utm_source=chatgpt.com
39 https://www.mdpi.com/2073-4441/15/9/1784?utm_source
40 https://balitourismjournal.org/ojs/index.php/btj/article/view/109?utm_source
41 https://en.wikipedia.org/wiki/Wakatobi_National_Park?utm_source
42 https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_1_11_3_919-937.pdf?utm_source
43 https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_1_11_3_919-937.pdf?utm_source
44 https://news.mongabay.com/2024/08/in-bali-water-temple-priests-guide-a-sustainable-rice-production-system/
45 https://en.wikipedia.org/wiki/Wakatobi_National_Park
46 https://www.fs.usda.gov/psw/publications/documents/psw_gtr246/psw_gtr246_020.pdf?utm_source=chatgpt.com
47 https://link.springer.com/article/10.1007/s10668-024-05368-w?utm_source=chatgpt.com
48 https://climateknowledgeportal.worldbank.org/country/indonesia
49 https://www.jamstec.go.jp/ridinfo/category/weather-extremes/weather-extremes-all-events/extremes-affecting-indonesia/?utm_source=chatgpt.com
50 https://indonesia.un.org/en/266799-climate-change-and-extreme-weather-impacts-hit-asia-hard?utm_source=chatgpt.com

and structure, leading to biodiversity loss and increased vulnerability to pests and diseases[51]. Between 2012 and 2017, the human footprint within and around Indonesia's terrestrial national parks expanded, indicating heightened anthropogenic pressures that, when combined with climate change, exacerbate ecosystem degradation[52]. Climate change exacerbates threats to Indonesia's rich biodiversity. Approximately 25% of native mammals are endangered, with species like the Sumatran elephant (*Elephas maximus sumatranus*) experiencing population declines due to habitat loss and changing environmental conditions[53]. Climate change is expected to have a significant impact on less charismatic species, such as freshwater fishes, insects, and amphibians, being disproportionately affected. Endemic species, including point endemics with restricted distributions, face heightened vulnerability as climate-related changes alter the ecosystems they depend on for survival. These disruptions can lead to shifts in species composition, habitat degradation, and increased extinction risks for these already fragile populations[54].

Rising sea temperatures have led to severe coral bleaching events. For instance, in July 2024, coral reefs near Bondalem, Bali, suffered significant damage, with 90% of corals losing their color due to elevated sea temperatures[55]. Indonesia, home to 24% of the world's mangrove forests, has witnessed a 40% decline over the past three decades. Sea-level rise and increased storm surges, driven by climate change, contribute to this loss, undermining coastal protection and biodiversity[56].

Climate change projections for Indonesia over the next 30 to 60 years indicate significant environmental transformations that could impact ecosystems, infrastructure, and human livelihoods. Thus, average temperatures in Indonesia are expected to rise by approximately 1.6°C by 2050 and up to 3.9°C by 2100 under high-emission scenarios. While projections for precipitation are complex due to regional variations, there is an anticipated increase in the intensity and frequency of extreme weather events, including heavy rainfall and prolonged dry spells. By 2050, thousands of islands and coastal areas in Indonesia are at risk of submersion due to sea level rise, potentially affecting millions of residents and terrestrial biodiversity[57]. However, local community and indigenous people already experience climate change impact. Thus, rising seas now flood North Jakarta's streets and gnaw at Bali's shrinking shoreline, forcing fishing and tourism families to raise houses, abandon land and lose access to culturally significant beaches and temples58. In Central Kalimantan, Indigenous Dayak villages face climate-driven cycles of peat-fires and monsoon floods that blanket homes in toxic haze, wipe out rice fields and push households to abandon ancestral farming livelihoods59.

Future scenarios for Indonesia related to protected areas, biodiversity, ecosystems, and tourism

Based on the analysis of situation in Indonesia and key threats for biodiversity, ecosystems and communities we consider four simple future scenarios that can impact the suggested GBFF project as well as other similar initiatives in Indonesia[60]:

Scenario 1: Sustainable Conservation and Ecotourism Growth (estimated probability - 20-30%):

- **Drivers:** Strong governance, moderate climate change, and community participation.
- **Narrative:** By 2050, Indonesia successfully integrates ecotourism with conservation efforts, using revenue from sustainable tourism to fund biodiversity protection. Strong policies curb illegal wildlife trade and overfishing, and marine and terrestrial national parks thrive. Local communities benefit economically through involvement in tourism, reducing pressures on forests and wildlife. While climate change effects are present, proactive management and adaptation strategies maintain ecosystem integrity.
- **Potential pandemic impact:** Initial lockdowns reduce tourism revenue, affecting funding for conservation projects. The pandemic sparks greater awareness of zoonotic disease links to biodiversity loss, leading to stronger global support for

[51] https://www.neliti.com/publications/469089/climate-change-impacts-on-indonesian-national-parks?utm_source=chatgpt.com
[52] https://en.wikipedia.org/wiki/Climate_change_in_Indonesia?utm_source=chatgpt.com
[53] https://en.wikipedia.org/wiki/Climate_change_in_Indonesia?utm_source=chatgpt.com
[54] Parmesan, C. (2006). *Ecological and Evolutionary Responses to Recent Climate Change*. Annual Review of Ecology, Evolution, and Systematics, 37(1), 637–669. https://www.annualreviews.org/content/journals/10.1146/annurev.ecolsys.37.091305.110100
[55] https://www.reuters.com/business/environment/coral-bleachings-devastate-bali-reefs-sea-temperatures-rise-2024-07-05/?utm_source=chatgpt.com
[56] https://en.wikipedia.org/wiki/Climate_change_in_Indonesia?utm_source=chatgpt.com
[57] https://climateknowledgeportal.worldbank.org/country/indonesia
58 https://www.aljazeera.com/news/2025/3/14/unexpected-rate-of-sea-level-rise-in-2024-nasa
59 https://news.mongabay.com/2024/06/borneos-dayak-adapt-indigenous-forestry-to-modern-peat-management/
[60] Scientific and Technical Advisory Panel to the Global Environment Facility (2023). *Simple Future Narratives: Helping to Ensure the Durability of GEF Investments.* STAP Brief, June 2023. Available at: https://stapgef.org/resources/advisory-documents/simple-future-narratives-brief-and-primer.

conservation. Recovery plans integrate health, conservation, and tourism, fostering more sustainable and resilient ecotourism models. Digital platforms for virtual ecotourism grow, providing an additional revenue stream.

Scenario 2: Climate-Driven Collapse of Ecosystems (estimated probability - 10-20%):

- **Drivers:** Severe climate change, insufficient governance, and economic stagnation.
- **Narrative:** Extreme climate events—rising sea levels, coral bleaching, and deforestation—accelerate biodiversity loss in conservation areas. Economic constraints hinder the implementation of conservation strategies. Unsustainable tourism practices continue unchecked, degrading protected ecosystems. Coral reefs in areas like Raja Ampat collapse, leading to the disappearance of marine biodiversity and a sharp decline in eco-tourism. Local communities suffer due to lost livelihoods and ecosystem services.
- **Potential pandemic impact:** Repeated pandemics strain national budgets, reducing funding for conservation. Economic instability exacerbates illegal activities like poaching, logging, and overfishing as communities lose tourism-related incomes. Tourism infrastructure deteriorates due to prolonged periods of inactivity, deterring recovery. Conservation and ecosystem restoration efforts are deprioritized in national agendas.

Scenario 3: High Economic Growth but Biodiversity at Risk (estimated probability - 35-45%):

- **Drivers:** Rapid economic development, moderate governance, and increasing tourism demand.
- **Narrative:** Indonesia experiences economic growth driven by tourism and infrastructure development. Conservation areas face increased footfall, leading to overcrowding and strain on ecosystems. Overfishing and habitat encroachment rise as tourism demands grow. While some funds are reinvested into conservation, the lack of strict policies results in uneven protection. Charismatic species like Komodo dragons are preserved due to tourism value, but less "marketable" biodiversity faces significant declines.
- **Potential pandemic impact:** Tourism markets shift toward domestic travel as international tourism declines during pandemics. High tourism demand post-pandemic leads to overdevelopment, intensifying strain on national parks. Emergency funding is redirected from conservation to economic recovery, delaying ecosystem protection initiatives.

Scenario 4: Community-Driven Conservation Integrity (estimated probability - 15-20%):

- **Drivers:** Decentralized governance, strong community involvement, and locally appropriate adaptation to climate change.
- **Narrative:** Local communities take a central role in managing conservation areas, supported by NGOs and international funding. Traditional knowledge blends with modern practices to sustain biodiversity. Community-led ecotourism programs flourish, offering low-impact tourism options that fund conservation and provide livelihoods. Despite moderate climate change impacts, the strong social and ecological systems buffer adverse effects. Protected areas like Gunung Leuser and Wakatobi become global examples of ecological stability and sustainability.
- **Potential pandemic impact**: Community-based tourism experiences a sharp decline during pandemic waves, causing temporary economic hardship. Local communities, with strong governance frameworks, adapt by diversifying livelihoods, such as through small-scale sustainable agriculture and crafts. Global awareness of pandemics as a result of ecosystem degradation strengthens funding for community-led conservation programs.

Indonesia's wildlife-based tourism sustainability hinge on governance quality, community engagement, economic models, and climate-change intensity. Strong governance and community-driven frameworks (Scenario 1 and 4) promote balanced growth, revenue reinvestment in conservation, diversified livelihoods, and adaptive responses—especially when facing disruptions like pandemics. In contrast, insufficient governance and severe climate effects (Scenario 2) lead to ecosystem collapse, compromised conservation funding, and increased illegal activities. Rapid economic growth with moderate governance (Scenario 3) can yield short-term gains but risks biodiversity losses if policies are not strictly enforced. Across all scenarios, successful ecotourism strategies prioritize inclusive decision-making, robust enforcement, and diversified economic activities to maintain ecosystem health and absorb shocks from global crises. To cope with the outlined scenarios, wildlife-based ecotourism in Indonesia must adopt tailored strategies that align with each scenario’s drivers and challenges, including the following:

- **Integrated Management Systems:** Strengthen collaboration between government, local communities, and private stakeholders to manage conservation areas effectively.
- **Resilient Revenue Models:** Establish diversified income sources for conservation, including virtual ecotourism, carbon credit schemes, and public-private partnerships for tourism and biodiversity conservation.
- **Technology Integration:** Use digital platforms for virtual tours and wildlife monitoring to engage global audiences and maintain tourism revenues during crises like pandemics.

- **Education and Awareness:** Promote ecotourism as a means to foster environmental awareness, linking biodiversity conservation to health benefits, including zoonotic disease prevention.
- **Climate-Resilient Tourism Models:** Shift to low-impact tourism practices that prioritize ecosystem restoration and ecological stability (e.g., mangrove planting tours, coral reef restoration experiences).
- **Crisis Response Plans:** Develop contingency plans to address biodiversity loss and infrastructure damage caused by extreme climate events and economic stagnation.
- **Local Alternative Livelihoods:** Create sustainable livelihood options such as wildlife-based ecotourism, agroforestry and aquaculture on the areas adjacent to National Parks to reduce dependence on fragile ecosystems.
- **Emergency Funding Mechanisms:** Establish conservation trust funds to support parks during economic downturns and pandemics.
- **Carrying Capacity Limits:** Implement strict visitor caps and zoning in national parks to prevent overcrowding and environmental degradation.
- **High-Value Low-Impact Tourism:** Focus on premium, low-impact tourism targeting eco-conscious travelers, which generates higher revenue with fewer visitors.
- **Policy Strengthening:** Advocate for robust regulations to reinvest tourism revenues into biodiversity protection, ensuring equitable resource distribution.
- **Biodiversity Monitoring:** Establish systems to track and mitigate impacts on less "marketable" species, preventing declines due to tourism development.
- **Community Empowerment:** Provide training and financial support for communities to manage ecotourism operations and conservation programs.
- **Blending Knowledge Systems:** Incorporate traditional ecological knowledge with scientific practices to create robust, community-led conservation models.
- **Small-Scale Tourism:** Develop low-impact, community-based tourism offerings, such as cultural tours, wildlife tracking, and eco-homestays.
- **Diverse Revenue Streams:** Diversify income sources to include crafts, sustainable agriculture, and eco-certification programs to buffer against tourism downturns.

Baseline policies and programs in Indonesia to address the threats for biodiversity, ecosystems, PAs, and local communities via wildlife-based ecotourism development

The Government and key stakeholders of Indonesia are working hard to address the environmental and climate threats for biodiversity, ecosystems, PAs, and local communities. Indonesia is a party to the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on Wetlands of International Importance (Ramsar Convention). These commitments have been translated into actionable policies through initiatives like integrating biodiversity conservation into national development plans, enforcing wildlife trade regulations under CITES, and promoting ecotourism in the conservation areas to balance conservation with sustainable development and livelihoods. Thus, Presidential Instruction No. 1 of 2023, issued on January 16, 2023, focuses on integrating biodiversity conservation into Indonesia's sustainable development efforts. This directive mandates coordinated actions among ministries, institutions, regional governments, and agencies to achieve a balance between economic development and biodiversity preservation[61]. Wildlife-based ecotourism plays a critical role in both biodiversity conservation and sustainable development in Indonesia. For instance, wildlife tourism initiatives in Komodo National Park have contributed to the preservation of the endangered Komodo dragon while generating significant revenue for local communities, with the park attracting over 200,000 visitors annually and raising approximately USD 3 million in entrance fees in recent years[62]. As a country rich in biodiversity, with vast tropical forests, marine ecosystems, and cultural heritage, Indonesia leverages wildlife tourism as a tool to balance environmental preservation with socio-economic growth. Thus, initiatives like community-based tourism in Bali have helped preserve local traditions and natural landscapes while generating income for local households. Similarly, marine ecotourism in Raja Ampat has provided sustainable livelihoods for coastal communities through activities such as eco-friendly diving tours and coral reef conservation programs[63].

[61] https://leap.unep.org/en/countries/id/national-legislation/presidential-instruction-no-1-2023-concerning-mainstreaming?utm_source=chatgpt.com
[62] https://www.downtoearth.org.in/wildlife-biodiversity/in-the-dragons-lair-tourism-faces-a-delicate-balancing-act?utm_source
[63] https://rajaampatbiodiversity.com/ecotourism-supporting-future-generations/?utm_source=chatgpt.com

As a member of the Association of Southeast Asian Nations (ASEAN), Indonesia contributes to the **ASEAN Tourism Strategic Plan 2016-2025** which aims to develop and promote wildlife-based ecotourism in South-East Asia. The Plan is a "regional-wide policy framework to ensure that tourism supports the conservation of biodiversity and culture, expands the number of listed sites, helps to strengthen the management of protected areas and sites, and promotes community-based income generation"[64]. Indonesia has implemented this plan by promoting community-based tourism in areas like Bali and Yogyakarta, where cultural heritage and biodiversity conservation are integrated into tourism offerings, attracting both international and regional visitors while supporting local economies. In Yogyakarta, Desa Wisata Nglanggeran has gained recognition for its community-based tourism efforts. The village received the ASEAN Community-Based Tourism Award in 2017 and the ASEAN Sustainable Tourism Award in 2018. Located in the UNESCO-recognized Mount Sewu Global Geopark, Nglanggeran involves the local community in managing tourism activities that emphasize environmental conservation and cultural preservation[65].

Indonesia is a founding member of the **Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF)**, a multilateral partnership that includes Malaysia, the Philippines, Papua New Guinea, Solomon Islands, and Timor-Leste. The CTI-CFF promotes marine ecotourism as a means to support conservation efforts and provide sustainable livelihoods for coastal communities. Through its membership, Indonesia has developed marine protected areas like Raja Ampat and Wakatobi, integrating wildlife-based ecotourism as a strategy for coral reef conservation and sustainable fisheries management. These initiatives have not only preserved marine biodiversity but also created sustainable income opportunities for local communities through eco-friendly tourism activities such as snorkeling and diving[66]. Thus, marine ecotourism in Raja Ampat has led to a 250% increase in local household incomes over the past decade while also protecting vital coral reef ecosystems through regulated tourism activities and community-based conservation programs[67].

The **Blue Economy Development Framework for Indonesia's Economic Transformation**, formulated by the Ministry of National Development Planning (BAPPENAS) in collaboration with the Organisation for Economic Co-operation and Development (OECD), outlines the integration of ecotourism into marine spatial planning and sustainable coastal development[68]. The **National Medium-Term Development Plans (RPJMN) 2020–2024** includes provisions for green economy initiatives, highlighting the importance of sustainable tourism development. The plan emphasizes the need for good ocean management to achieve sustainable development goals[69]. The **National Medium-Term Development Plan (RPJMN) 2025–2029[70] ,** particularly National Priority (PN) 2 with its intervention that support enhanced forest protection and conservation of biodiversity and ecosystems, includes provisions for blue green economy initiatives, highlighting the importance of sustainable tourism development The project will also contribute to the National Priority (PN) 4 (RPJMN 2025-2029): sstrengthening human resources development, science, technology, education, health, sports achievements, gender equality, and empowerment of women, youth, and persons with disabilities; and National Priority (PN) 6 (RPJMN 2025-2029): developing the economy from the villages upward to promote growth, economic equity, and poverty reduction. The implementation of RPJMN 2025-2029 within this context will contribute to the vision of Golden Indonesia 2045[71]. The **Indonesian Biodiversity Strategy and Action Plan (IBSAP) 2025–2045** serves as a strategic framework for the sustainable management of Indonesia's biodiversity, aligning with the nation's long-term development goals. Ecotourism in the IBSAP is framed as a nature-based solution to support biodiversity conservation, reduce environmental degradation, and contribute to climate adaptation and mitigation.

The design of the Wildlife Ecotourism Project is closely aligned with Indonesia's **Indonesian Biodiversity Strategy and Action Plan (IBSAP) 2025–2045**, which serves as the national framework for implementing the Kunming–Montreal Global Biodiversity Framework (KM-GBF). The project directly contributes to **IBSAP Goal 2 (Sustainable Utilization of Biodiversity)** and **Goal 3 (Strengthened Governance, Policies, and Implementation Mechanisms)** by addressing systemic challenges in conservation area management, sustainable tourism, and community-based resource use.

IBSAP Goal 2 emphasizes optimizing the sustainable use of biodiversity to support livelihoods, ecosystem services, and long-term economic resilience. The proposed project contributes directly to this goal by operationalizing wildlife-based ecotourism

[64] https://asean.org/wp-content/uploads/2012/05/ATSP-2016-2025.pdf
[65] https://oia.ugm.ac.id/wp-content/uploads/sites/326/2018/11/Concept-Note_2018-ASEAN-CBT.pdf?utm_source
[66] https://www.coraltriangleinitiative.org/about?utm_source=chatgpt.com
[67] https://sdghelpdesk.unescap.org/sites/default/files/2020-09/SDG%20Help%20Desk%20Case%20Study_Misool%20Marine%20Reserve-%20%20successfully%20linking%20ecotourism%20with%20conservation.pdf?utm_source=chatgpt.com
[68] https://www.fao.org/faolex/results/details/en/c/LEX-FAOC211206/
[69] https://www.eria.org/uploads/media/policy-brief/FY2023/Developing-the-Blue-Economy-in-Indonesia.pdf?utm_source=chatgpt.com
[70] Presidential Instruction No 12 of 2025 issued on the 10 February 2025
[71] https://indonesia2045.go.id/

as a sustainable use model within national parks, ensuring that conservation outcomes are linked with tangible socio-economic benefits. Specifically, the project supports:

- Target 8 – Sustainable management and utilization of biological resources, through the development of national ecotourism standards, site-level ecotourism plans, and visitor management systems that reduce ecological pressure while increasing conservation revenue.
- Target 10 – Sustainable use of ecosystem services, by positioning wildlife tourism as a mechanism to generate long-term value from intact ecosystems rather than extractive land uses.
- Target 11 – Enhancement of green and blue open spaces, through improved management of protected areas as ecological and recreational assets.
- Target 12 – Sustainable use of genetic resources and traditional knowledge, by integrating community-based ecotourism models, customary practices, and benefit-sharing mechanisms involving Indigenous Peoples and Local Communities (IPLCs).

Relevant to IBSAP Goal 3, which focuses on enabling conditions for biodiversity management through governance, financing, knowledge, and institutional capacity, project contributes to:

- Target 13–15 (Knowledge, data, and science) by strengthening biodiversity monitoring, integrating METT results into adaptive management, and supporting evidence-based planning for ecotourism development.
- Target 16–17 (Mainstreaming and inclusive participation) through structured engagement of local governments, park authorities, communities, women's groups, and private operators in ecotourism planning and implementation.
- Target 18–20 (Sustainable financing and private sector engagement) by piloting revenue-generation mechanisms, reinvestment models, and partnerships that enhance financial sustainability of protected areas, in line with IBSAP's financing framework and GBFF objectives.

The project also responds directly to IBSAP's emphasis on improving governance effectiveness, particularly in conservation areas, by strengthening institutional capacity, standard operating procedures, and coordination mechanisms between national parks, local governments, and communities. While not primarily a species recovery project, the intervention contributes indirectly but meaningfully to Goal 1 by:

- Reducing pressure on habitats through controlled visitor management;
- Strengthening site-level protection and surveillance financed through ecotourism revenues;
- Supporting conservation-compatible livelihoods that reduce dependency on illegal or unsustainable resource use.

This aligns with IBSAP targets on ecosystem protection, species conservation, and climate resilience, particularly in biodiversity-rich national parks where tourism pressure and land-use change remain key threats.

By aligning its objectives, outputs, and implementation approach with IBSAP 2025–2045, the project ensures coherence with Indonesia's long-term biodiversity vision and provides a practical mechanism for translating national commitments into on-the-ground conservation and sustainable development outcomes.The **National Tourism Development Master Plan (RIPPARNAS)**, formalized under Government Regulation No. 50 of 2011, outlines Indonesia's tourism development strategy from 2010 to 2025. The plan outlines objectives and activities that align with sustainable tourism's core values of environmental conservation, community involvement, and cultural preservation. The plan advocates for the development of tourism destinations that are safe, comfortable, attractive, easily accessible, environmentally friendly, and capable of enhancing national, regional, and community income. Also, RIPPARNAS emphasizes empowering local communities to participate actively in tourism development, ensuring that they benefit economically and socially. The master plan underscores the importance of environmental conservation in tourism development, promoting practices that minimize ecological footprints and preserve natural resources[72].

While RIPPARNAS provides a broad framework for tourism development, specific details and implementation strategies related to ecotourism are often elaborated in regional tourism development plans (Rencana Induk Pembangunan Pariwisata Daerah - RIPPARDA) and other sectoral policies. For instance, the **Central Kalimantan Provincial Tourism Development Plan (RIPPARPROV)** prioritizes ecotourism, leveraging its rich biodiversity and cultural heritage. The province aims to develop tourism that minimizes environmental impact while enhancing local community welfare[73]. **East Nusa Tenggara (NTT**) is

[72] Government Regulation Number 50 of 2011: the Master Plan for National Tourism Development (RIPPARNAS)
https://www.researchgate.net/publication/331778154_Mapping_the_potential_for_tourism_strategic_areas_to_improve_the_equality_of_development_in_Bali

[73] https://www.journal.iapa.or.id/pgr/article/view/110?utm_source=chatgpt.com

renowned for destinations like Komodo Island, home to the Komodo dragon, and the culturally rich Sumba Island. The provincial government actively promotes tourism, focusing on natural and cultural attractions[74]. **Bali** has implemented policies to manage tourism development, including considerations for ecotourism. The provincial government has proposed a moratorium on new commercial developments in certain areas to promote quality tourism and preserve environmental and cultural integrity[75]. The Raja Ampat Islands in **Southwest Papua** are a prime ecotourism destination, known for their marine biodiversity. The local government has declared regions like Tambrauw as Conservation Regencies, aiming to protect natural resources while promoting ecotourism[76].

Ministry of Tourism (Kemenpar) of Indonesia oversees the overall development, regulation, and promotion of tourism in Indonesia, including ecotourism. The Ministry supports creating sustainable tourism villages (e.g., Kampung Tua Bakau Serip Tourism Village, Batu Katak Ecotourism, Kupah River Tourism Village, etc.) and promoting Indonesia as a global wildlife-based tourism destination; collaborates with other ministries and provincial governments to integrate ecotourism into national and local development plans[77]. The Ministry has introduced the concept of "Green Parekraf," which integrates environmental, social, and cultural aspects into tourism development. This policy aims to optimize Indonesia's natural and cultural potential through sustainable management practices[78]. The ministry also launched tourism village program since 2021, promoting community-based tourism and community-based ecotourism across Indonesia. The official list of registered tourism villages under the ministry achieved 6,062 Indonesia's villages[79].

Ministry of Forestry (Kementerian Kehutanan) plays the key role in the wildlife-based ecotourism development: it manages national parks and other conservation areas that are key to ecotourism. MoFor ensures that wildlife-based tourism activities align with biodiversity conservation goals; develops ecotourism programs in conservation areas, including national parks, such as Komodo, Tanjung Puting, Wakatobi and many others; implements community-based conservation initiatives to support local involvement in ecotourism activities[80]. For example, in Komodo National Park, local communities are engaged in running eco-friendly homestays and managing marine conservation zones. In Tanjung Puting National Park, community-based initiatives focus on orangutan habitat restoration and guided eco-tours, while in Wakatobi, local fishermen have been trained as reef guides to support sustainable marine tourism and coral reef protection.

Additional government agency involved in ecotourism promotion is the **Ministry of Marine Affairs and Fisheries (KKP).** KKP plays a crucial role in ecotourism development within Marine Protected Areas (MPAs) by establishing policies, guidelines, and frameworks aimed at sustainable marine tourism. Additionally, KKP supports capacity-building programs and partnerships to enhance community involvement and conservation outcomes in MPAs.

The Ministry of Home Affairs (Kemendagri) also provides regulation framework to develop and manage ecotourism through Minister Regulation No.33/2009 regarding Guideline of Ecotourism Development in the Region. This regulation provides guidelines for Indonesia's local governments in developing ecotourism potentials outside conservation areas; regulates the role of the government, regional government, business sectors and community in developing ecotourism. This regulation becomes the legal basis for ecotourism which stipulates 1) general provisions; 2) types and principles; 3) planning, utilization and control; 4) formation of a coordination team and secretariat; 5) providing incentives and facilities; 6) community empowerment; 7) coaching and reporting; and 8) funding.

Collaboration among Kemenpar, Kemenhut, KKP, and Kemendagri is pivotal for the sustainable development of ecotourism in Indonesia. For example, Kemenpar and Kemenhut have jointly developed conservation-based nature tourism in various regions. This collaboration focuses on integrating conservation efforts with tourism development to ensure sustainability. The ministries have identified 25 ecotourism development areas within priority tourism destinations, aiming to balance environmental conservation with tourism growth[81].

[74] https://en.wikipedia.org/wiki/East_Nusa_Tenggara?utm_source=chatgpt.com
[75] https://www.ft.com/content/456d4990-52c8-4b05-9bd3-8934dc6f2370?utm_source=chatgpt.com
[76] https://en.wikipedia.org/wiki/Southwest_Papua?utm_source
[77] https://www.kemenparekraf.go.id/en
[78] https://berkas.dpr.go.id/pusaka/files/info_singkat/Info%20Singkat-XVI-4-II-P3DI-Februari-2024-210-EN.pdf?utm_source=chatgpt.com
[79] https://jadesta.kemenparekraf.go.id/sebaran
[80] https://www.menlhk.go.id
[81] https://www.tribunnews.com/travel/2021/02/25/kolaborasi-klhk-dan-kemenparekraf-kembangkan-wisata-alam-berbasis-konservasi?utm_source=chatgpt.com#google_vignette

As was stated above, Indonesia's conservation areas (covering 27 million ha), including its **57 National Parks** and numerous other protected areas, play a critical role in the country's ecotourism sector. Indonesia's National Parks collectively cover approximately 16.4 million ha, accounting for about 9% of the country's land area[82]. These parks encompass a diverse range of ecosystems, including tropical rainforests, mangroves, savannas, and marine environments, reflecting Indonesia's rich biodiversity. Ten parks, including Komodo National Park, Ujung Kulon, and Lorentz, are designated as **UNESCO World Heritage Sites** for their exceptional biodiversity and natural heritage. 19 parks are part of **UNESCO's Biosphere Reserves**, including Gunung Leuser and Wakatobi. Eight wetlands in Indonesia, including Berbak National Park and Sembilang National Park, are recognized under the **Ramsar Convention** for their ecological importance[83]. Indonesia's national parks protect critical habitats and endangered species such as the Sumatran orangutan (*Pongo abelii,* CR), Bornean Orangutan (*Pongo pygmaeus,* CR), Javan rhinoceros (*Rhinoceros sondaicus*, CR), Komodo dragon (*Varanus komodoensis,* EN), Sumatran Tiger (*Panthera tigris sumatrae,* CR), Sumatran Elephant (*Elephas maximus sumatranus,* CR), Bali Starling (Bali Myna) (*Leucopsar rothschildi,* CR), Helmeted Hornbill (*Rhinoplax vigil,* CR), Green Sea Turtle (*Chelonia mydas,* EN), and many others. Marine parks safeguard coral reefs, mangroves, and seagrass beds that are part of the Coral Triangle, a global biodiversity hotspot. National Parks store significant amounts of carbon in forests, peatlands, and mangroves, contributing to Indonesia's climate change mitigation and adaptation goals.

Wildlife-based ecotourism serves as a cornerstone for the management and support of Indonesia's conservation areas by generating revenue, fostering community engagement, and raising awareness about conservation. Thus, the tourism activities, including entrance fees, permits, and concessions, provide a significant source of income that goes to the central government. However, the revenue is not directly reinvested into conservation efforts, including anti-poaching patrols, wildlife monitoring, and habitat restoration. Unfortunately, wildlife-based ecotourism does not help to reduce the reliance of conservation areas on government budgets, creating a self-sustaining financial model for park operations. A study analyzing data from 2009 to 2011 indicated that total revenue from ecotourism in national parks increased two-fold over three years, reaching more than 8 billion Indonesian Rupiah (approximately USD 560,000 at that time)[84]. In 2023, international tourists spent approximately $10.4 billion during their visits to Indonesia, marking a substantial recovery from the $3.6 billion recorded in 2020 due to pandemic-related travel restrictions[85]. As of 2024, wildlife-based ecotourism accounts for about 37% of Indonesia's sustainable tourism market, reflecting the growing emphasis on environmentally responsible travel[86]. Indonesia welcomed around 11.6 million international visitors in 2023, with tourism numbers steadily increasing after a decline during the pandemic, many of the travelers visited National Parks[87]. In 2018, approximately 7.4 million local tourists visited Indonesia's conservation areas, which include national parks[88]. Communities surrounding National Parks are engaged in activities like excursions, handicrafts, local cuisine, and eco-friendly farming practices, reducing dependency on unsustainable exploitation of park resources.

International organizations and NGOs have been instrumental in developing wildlife-based ecotourism within Indonesia's national parks, aiming to balance environmental conservation with sustainable community development. Thus, Gunung Leuser National Park Ecotourism Development Project implemented by the **ASEAN Centre for Biodiversity (ACB)** and supported by the **GEF Small Grant Programme** focuses on promoting sustainable tourism to protect the habitat of the critically endangered Sumatran orangutan[89]. It involves community engagement and capacity-building initiatives to ensure local participation in conservation efforts. Komodo National Park Community-Based Ecotourism project supported by the **World Wide Fund for Nature (WWF)** has been active in promoting ecotourism that supports marine conservation and provides alternative livelihoods for local communities. Initiatives include developing sustainable tourism practices to protect the Komodo dragon and the park's unique marine biodiversity[90]. Sebangau National Park Ecotourism and Peatland Restoration supported by the **Borneo Orangutan Survival Foundation (BOSF)** integrates ecotourism with efforts to rehabilitate and conserve peat swamp forests, crucial for the survival of the Bornean orangutan[91].

---

[82] https://en.wikipedia.org/wiki/Protected_areas_of_Indonesia?utm_source

[83] https://en.wikipedia.org/wiki/List_of_national_parks_of_Indonesia

[84] Widyaningrum, I. K. (2012). *Financing Strategy of National Park Model: A Study in Gunung Halimun Salak National Park, West Java, Indonesia*. Master of Arts in Development Studies. International Institute of Social Studies, The Hague.

[85] https://roadgenius.com/statistics/tourism/indonesia/

[86] https://www.futuremarketinsights.com/reports/indonesia-sustainable-tourism-market?utm_source=chatgpt.com

[87] https://www.statista.com/statistics/707633/number-of-international-visitor-arrivals-in-indonesia/

[88] https://www.statista.com/statistics/1084663/indonesia-breakdown-of-tourists-to-conservation-areas-by-origin/?utm_source=chatgpt.com

[89] https://www.aseanbiodiversity.org/small-grant-program/gunung-leuser-national-park-glnp/?utm_source=chatgpt.com

[90] https://sharks.panda.org/stories-from-the-field/helping-preserve-sharks-and-mantas-in-komodo-national-park?utm_source=chatgpt.com

[91] https://en.wikipedia.org/wiki/Borneo_Orangutan_Survival?utm_source=chatgpt.com

Local community groups are often instrumental in successful ecotourism initiatives, providing grassroots support and stewardship of natural resources. Thus, since 2009, the **Belitung Coastal Community Group (BCCG)** has played a pivotal role in developing Kepayang Island as a conservation site through ecotourism, with technical and financial support from the **GEF Small Grants Programme (SGP)**, implemented by **UNDP**. This collaboration has focused on coral reef conservation and ecotourism development in Tanjung Binga, Belitung Island, and Kepayang Island[92].

Also, Indonesia has the **Indonesian Ecotourism Network (INDECON**), a prominent organization dedicated to developing and promoting ecotourism across the country. Established in 1995, INDECON collaborates with various stakeholders, including international donors, national and local governments, NGOs, and local communities, to foster sustainable tourism practices that benefit both the environment and local populations. Among its notable projects is the "Fostering Community-Based Ecotourism Development Through Capacity Building in North Misool, Malaumkarta, and Werur" initiative in the Bird Head Seascape of Northwest Papua. This project focuses on empowering local communities through capacity-building activities, enabling them to manage and benefit from ecotourism in their regions. Another significant endeavor is the "Critical Review on Tourism Development and Spatial Planning of Tourism Attractions at Raja Ampat Regency." This project involves analyzing and providing recommendations for sustainable tourism development and spatial planning in Raja Ampat, a region renowned for its rich marine biodiversity. INDECON support development of ecotourism in the National Park, particularly in Gunung Rinjani, Sebangau, Kerinci Seblat, and Raja Ampat Marine Protected Area Network [93]. Additionally, **DESMA Center - Sustainable Tourism and Conservation** works on sustainable tourism and ecotourism since 2010 at Gunung Leuser National Park and selected areas in collaboration under ACB program, UNESCO, Ministry of Tourism and GIZ.

The International Labour Organization (ILO) has established the **Multi-Partner Trust Fund (MPTF)** in Indonesia to support various initiatives aimed at promoting decent work, sustainable development, and economic recovery. One notable project under this framework was the **MPTF Ecotourism Development for Income Generation and Jobs**, which focused on enhancing community-based tourism to boost local economies and create employment opportunities. Implemented between June and December 2021, this project provided capacity-building activities to improve the skills of local tourism service providers. Training covered areas such as tour product development, attraction management, and marketing strategies. The initiative was conducted in five districts across Lombok and Flores Islands, resulting in the development of over 15 new tour products and benefiting 140 trainees, including 26% women and 56% youth[94].

Additionally, Indonesia has participated in three regional projects funded by GEF and partially focused on ecotourism development: ADB/GEF Project **Coastal and Marine Resources Management in the Coral Triangle - Southeast Asia** (2011-2018)**,** which established sustainable tourism guidelines and supported the development of community-based marine ecotourism in key biodiversity areas; UNDP/GEF Project **Arafura and Timor Seas Ecosystem Action Programme (ATSEA)** (2010-2014), which enhanced ecotourism in coastal areas through habitat restoration and fisheries management; and UNDP/GEF Project **Effectively Managing Networks of Marine Protected Areas in Large Marine Ecosystems in the ASEAN Region (ASEAN ENMAPS),** 2023-2028, which focuses on integrating ecotourism into marine protected area management to ensure both biodiversity conservation and sustainable livelihoods for coastal communities.

Despite its progress in ecotourism, Indonesia continues to primarily rely on wildlife tourism, which often proves unsustainable and contributes to exceeding the carrying capacity of the popular parks leading to habitat degradation and altered animal behaviors. Additionally, the current financial model within the conservation area system does not allow for the direct reinvestment of tourism income into conservation efforts, limiting the capacity to address ecological challenges effectively. While the country has made significant strides in leveraging its biodiversity and cultural heritage for sustainable development, the challenges of over-reliance on wildlife tourism and financial constraints highlight the need for a more diversified and sustainable approach. Current efforts, such as integrating ecotourism into marine spatial planning, empowering local communities, and fostering cross-ministerial collaboration, offer a foundation for addressing these issues. By reforming its financial models and shifting its focus toward sustainable tourism practices that prioritize habitat conservation and minimize ecological impacts, Indonesia can strengthen its position as a global leader in environmental sustainability while safeguarding its natural heritage for future generations.

[92] https://www.thegef.org/newsroom/press-releases/coastal-award-2012-developing-ecotourism-kepayang-island-indonesia
[93] https://www.indecon.id/projects/
[94] https://www.indecon.id/case/mptf/

Barriers for Development of Wildlife-based Ecotourism in the National Parks and other Conservation Areas

As mentioned above, Indonesia faces significant barriers to achieving effective and sustainable wildlife-based ecotourism practices. These barriers hamper the country ability to cope effectively with four potential future scenarios described above. The summary of the barriers is provided below:

Barrier 1: *Absence of Coherent Policies, Planning Frameworks, Standards, and Financial Mechanisms for Wildlife-based Ecotourism Development in National Parks and other Conservation Areas*

While some ecotourism sites or projects may have localized strategies, Indonesia lacks a unified national framework to harmonize efforts for wildlife-based ecotourism development across regions. This absence of a coherent framework results in missed opportunities to scale successful local strategies nationally, reducing consistency and alignment with international best practices. The absence of a clear vision and priorities for wildlife-based ecotourism development hinders effective resource allocation and stakeholder collaboration. Regions and Conservation Areas may compete for limited resources rather than collaborating, which reduces the sector's scalability and impact. As a result of this situation, successful initiatives in areas like Bali's coral reef restoration and Java's community-based mangrove ecotourism projects remain isolated due to insufficient mechanisms for nationwide scaling[95]. At the same time, provinces like Sumatra and Kalimantan compete for funding for development of wildlife-based ecotourism projects instead of coordinating efforts to create regional networks, ultimately reducing the sector's scalability and impact[96].

Existing guidelines for wildlife-based ecotourism development, operations, and monitoring in the National Parks and other Conservation Areas are either outdated or overly generic (focusing mainly on wildlife tourism), failing to address Indonesia's diverse ecological, social, cultural, and economic contexts as well as over-tourism problem and its impact on habitat and wildlife populations. For example, guidelines for waste management at popular wildlife tourism destinations like Komodo National Park have not been updated to address the surge in visitor numbers and the resulting waste disposal challenges[97]. Visitor carrying capacity assessments are rarely conducted, monitored, or enforced, leading to environmental degradation in areas such as Raja Ampat's fragile coral ecosystems, where over-tourism has caused damage to marine habitats. There is a lack of monitoring of tourism impact on wildlife in Indonesia National Parks and other Conservation Areas.

Wildlife-based ecotourism development inherently involves multiple sectors, including conservation, cultural heritage, infrastructure, and economic development. In Indonesia, this complexity is compounded by a lack of sufficient coordination among agencies such as the Ministry of Forestry, the Ministry of Tourism, regional and local governments on development of wildlife-based ecotourism programs. Poor inter-sectoral collaboration results in siloed approaches, as seen in cases where infrastructure and agricultural projects, such as road or plantation developments near protected areas, proceed without adequate consultation with conservation authorities. This collaboration fragmentation prevents the establishment of integrated plans that balance tourism growth with environmental protection, wildlife conservation, and community well-being.

Lack of financing mechanisms to reinvest ecotourism revenue in conservation and weak marketing efforts significantly hinder the growth of Indonesia's National Parks and other Conservation Areas as leading wildlife-based ecotourism destinations. Some parks generate significant income from ecotourism; however, this revenue is directed to the central government and is not reinvested directly in conservation or ecotourism programs within the parks. As a result, the parks lack access to sustainable funding sources, relying heavily on government budgets or donor funding, which are often insufficient and unpredictable. Many National Parks struggle to maintain basic infrastructure, let alone implement programs that could enhance biodiversity protection, visitor experiences, and long-term sustainability. Addressing these systemic funding gaps is essential to support the parks in becoming self-sufficient and improving their role as key contributors to conservation and sustainable development.

[95] Darwis, F. R., & Wulandari, C. (2020). *Strengthening local institutions for sustainable mangrove ecotourism in East Java.* IOP Conference Series: Earth and Environmental Science, 437, 012028.
[96] https://pdf.usaid.gov/pdf_docs/PA00TPP5.pdf?utm_source
[97] https://thediplomat.com/2024/10/in-the-komodo-dragons-lair-tourism-faces-a-delicate-balancing-act/?utm_source=chatgpt.com

The lack of sufficient financing also impacts the development of innovative high-income wildlife ecotourism products. For example, efforts to establish eco-lodges or promote guided wildlife tours are hampered by the high initial costs and lack of affordable loans or public-private partnerships to support such ventures. National Parks like Rawa Aopa Watumohai in Southeast Sulawesi and Meru Betiri in East Java struggle due to limited funding for essential infrastructure upgrades and a lack of private sector interest in wildlife-based ecotourism investments[98]. Same situation presents in Way Kambas, Wakatobi, Baluran, Tanjung Putting, and Alas Purwo National Parks[99]. Without adequate financial backing, many parks are unable to fully leverage their wildlife ecotourism potential. Successful examples from other regions, such as Costa Rica's eco-lodge financing models or Kenya's wildlife conservancy partnerships, could potentially provide blueprints for Indonesia to address these challenges.

Barrier 2. *Inadequate Institutional, Human Capacity and Infrastructure of the National Parks to Develop and Manage Wildlife-based Ecotourism Programs*

Park management and local communities often have inadequate skills and knowledge for planning, implementing, and monitoring wildlife-based ecotourism activities. Understanding ecological carrying capacities, creating effective and wildlife-friendly activity programs, and using digital tools for monitoring impacts (like GIS, remote sensing, smartphone apps, etc) are critical gaps. For example, many National Parks in Indonesia, such as Gunung Leuser National Park, struggle with a lack of trained personnel to manage visitor activities sustainably while ensuring biodiversity conservation[100]. Training programs for park rangers and staff often lack a focus on wildlife-based ecotourism principles, such as minimizing ecological footprints, ensuring respect for animals and cultural heritage, fostering community participation, and promoting environmental education for visitors, leading to suboptimal visitor management and missed opportunities for community engagement. Parks experience lack of certification programs for staff and local operators to deliver high-quality wildlife-based ecotourism services. Even if a park meets wildlife-based ecotourism standards, limited marketing skills and minimal promotional platforms hamper the park's ability to publicize its achievements and attract the right target market. Insufficient understanding of how to communicate conservation messages or wildlife protection benefits to visitors can reduce the value of park ecotourism programs in the eyes of tourists.

There are gaps in park-level planning for wildlife-based ecotourism, including both strategic planning and financial feasibility assessments. Specifically, strategic plans often fail to outline clear visitor management frameworks, address seasonal fluctuations in tourism demand, or incorporate adaptive management practices for changing environmental conditions. On the financial side, many parks lack detailed revenue models, cost analysis for maintaining infrastructure, and sustainable financing mechanisms to reinvest tourism income into conservation and community development efforts. Many Parks have outdated or incomplete planning documents for wildlife-based ecotourism programs. For instance, Komodo National Park, despite its popularity, has faced challenges in balancing revenue generation with environmental conservation due to insufficient financial and visitor management plans. Other parks, like Bromo Tengger Semeru, lack detailed plans to integrate local communities into wildlife-based ecotourism initiatives, limiting the potential for inclusive economic benefits[101].

Because of that there is minimal involvement of local communities in tourism planning and operations at many Parks and that reduces their buy-in and the overall positive impact of wildlife-based ecotourism. Often Parks have only a small number of trained staff and community members to work with tourists, that limits the parks' ability to manage and promote wildlife-based ecotourism. While community-based ecotourism initiatives are widely promoted, many communities lack the technical expertise, such as sustainable wildlife-based tourism business models, marketing, and conservation techniques, and funding needed to implement and sustain ecotourism programs in the National Parks. Additionally, communities frequently lack training in customer service, cultural interpretation, and using digital platforms to attract and manage tourists. This often results in over-reliance on external organizations, which can undermine local ownership and long-term sustainability of local wildlife-based ecotourism programs.

[98] https://www.neliti.com/publications/231562/a-study-on-tourism-development-in-the-rawa-aopa-watumohai-national-park-south-ko?utm_source=chatgpt.com; https://en.wikipedia.org/wiki/Meru_Betiri_National_Park?utm_source=chatgpt.com

[99] Information provided by Alas Purwo, Tanjung Putting, Way Kambas, Wakatobi and Baluran National Parks

[100] https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_1_11_3_919-937.pdf?utm_source=chatgpt.com

[101] https://jurnal.unmer.ac.id/index.php/jpp/article/view/9117?utm_source=chatgpt.com

Gaps in bulk services and facilities further diminish the visitor experience and the viability of wildlife-based ecotourism ventures at the National Parks. Essential amenities, such as visitor centers, basic utilities (clean water, sanitation, and electricity), and transport access, are inadequate or absent in many parks. For example, transport connectivity to remote parks like Alas Purwo National Park is poor, discouraging potential visitors. Additionally, parks often lack well-maintained hiking trails, accommodation options, and signage, which are critical for ensuring a positive and safe visitor experience. Tanjung Puting National Park has existing infrastructure and equipment, such as speedboats, walking trails, and visitor centers, in poor condition or insufficient, requiring upgrades and expansion. Way Kambas National Park has underdeveloped or damaged trails and visitor centers and lacks resources for improvements. Similar situation with insufficient ecotourism infrastructure and equipment is observed in Wakatobi and Baluran National Parks[102].

Barrier 3. *Inadequate Local Community Involvement and Traditional Knowledge use in Wildlife-based Ecotourism in the National Parks*

In Indonesia's national parks local community involvement in wildlife-based ecotourism management remains limited, often confined to roles like providing accommodation, guiding tours, and selling handicrafts. A systematic review of 29 studies highlighted that community participation is predominantly at the utilization level, with minimal engagement in planning or decision-making processes. This limited involvement is attributed to factors such as centralized tourism management, inadequate information dissemination, and a lack of coordination among stakeholders [103]. Traditional knowledge, encompassing practices related to nature conservation and cultural heritage, is underutilized in ecotourism initiatives of the national parks. Research indicates that integrating local knowledge through community-led enterprises, reinforced by traditional values and norms, can enhance sustainable tourism development. For instance, in Aceh Tengah, the formation of village-owned enterprises grounded in local customs has proven effective in promoting ecotourism while preserving environmental integrity[104]. The Bajo people of Wakatobi National Park have intricate knowledge of marine ecosystems and sustainable fishing practices, which could be incorporated into ecotourism activities to promote responsible marine resource use[105].

Low local community involvement in ecotourism programs within Indonesia's national parks has significant consequences for both conservation efforts and community well-being. Without active participation, communities often lack a sense of ownership over ecotourism initiatives, leading to diminished motivation to support conservation activities. This disconnect can exacerbate threats to biodiversity, as local populations may continue unsustainable practices, such as illegal logging or poaching, when they do not perceive direct benefits from ecotourism. For example, studies have shown that community-driven ecotourism projects in Indonesia significantly reduce wildlife threats when locals see tangible economic and social gains[106]. Additionally, low involvement often means that the economic benefits of ecotourism are disproportionately captured by external operators or centralized management bodies, leaving local communities economically marginalized. This can perpetuate cycles of poverty and inequality in park-adjacent villages. A 2019 study on Indonesian ecotourism noted that communities engaged in planning and managing ecotourism earn up to 40% more income than those relegated to supporting roles like selling souvenirs or providing transport services[107]. The exclusion of traditional knowledge further diminishes the cultural richness and sustainability of ecotourism programs, as vital indigenous practices and perspectives remain untapped, limiting the authenticity and appeal of tourism offerings.

Barrier 4. *Insufficient Knowledge Management and Strategic Marketing of Wildlife-based Ecotourism Programs at National Parks*

---

[102] Information provided by Alas Purwo, Tanjung Putting, Way Kambas, Wakatobi and Baluran National Parks

[103] https://www.researchgate.net/publication/352820724_Ecotourism_in_Indonesia_Local_Community_Involvement_and_The_Affecting_Factors

[104] https://www.tandfonline.com/doi/full/10.1080/23311886.2024.2302212?utm_source=chatgpt.com

[105] https://bbtf.co.id/wakatobi-a-paradise-for-eco-tourism-enthusiasts/

[106] https://www.researchgate.net/publication/352820724_Ecotourism_in_Indonesia_Local_Community_Involvement_and_The_Affecting_Factors

[107] https://www.researchgate.net/publication/324231025_Eco-Tourism_Development_Strategy_Baluran_National_Park_in_the_Regency_of_Situbondo_East_Java_Indonesia

Indonesia's National Parks currently lack a systematic approach to capturing and sharing best practices, visitor feedback, and lessons learned, which significantly hampers their ability to improve wildlife ecotourism operations and adapt to challenges. For example, successful community engagement models from parks like Gunung Leuser National Park are not effectively documented or shared with other parks, resulting in missed opportunities for replication[108]. Similarly, visitor feedback on facilities and services is often collected informally, if at all, and rarely integrated into park management strategies. There is also a notable absence of awareness activities aimed at educating the public and stakeholders about the importance of ecotourism and conservation. Furthermore, there is no way to determine whether wildlife-based ecotourism strategies are paying off and genuinely benefiting the species and ecosystems they depend on, or the communities that live around the park. This underscores the need to develop community-based and scientific methods for assessing whether conservation objectives are being met. Additionally, there is a notable absence of awareness activities aimed at educating the public and stakeholders about the importance of wildlife-based ecotourism and conservation. Addressing these gaps is critical for ensuring that wildlife-based ecotourism contributes effectively to conservation while enhancing visitor experiences and community benefits.

Weak marketing of the National Parks further exacerbates challenges in ecotourism management. Despite their immense biodiversity and cultural significance, parks like Way Kambas, Wakatobi, and Baluran remain under-promoted. This is due to inadequate investment in marketing campaigns, lack of collaboration with travel platforms, and insufficient use of digital tools to reach global audiences. Many parks do not have professional marketing teams or strategies, and promotional materials often fail to highlight unique selling points, such as unique endangered wildlife or cultural heritage. As a result, Indonesia's National Parks struggle to compete with more well-known ecotourism destinations in Southeast Asia, such as Thailand's Khao Sok National Park or Malaysia's Taman Negara, which benefit from stronger branding, consistent marketing campaigns, and better tourism infrastructure[109]. Weak marketing also limits domestic awareness, reducing local tourism and support for conservation efforts. In 2023, the total number of international visitors across the Way Kambas, Wakatobi, Baluran, Tanjung Putting, and Alas Purwo National Parks was 33,342, out of a total of 450,939 visitors. This means that international visitors accounted for only 7.4% of all visitors to the parks in 2023[110]. A higher number of international visitors could significantly benefit the parks by generating increased revenue through entrance fees, guided tours, and other park services. This additional income could be reinvested into infrastructure development, conservation programs, and community engagement initiatives, creating a positive cycle of growth and sustainability for the parks.

[108] https://www.academia.edu/95133062/Ecotourism_as_a_Resource_Sharing_Strategy_Case_Study_of_Community_Based_Ecotourism_at_the_Tangkahan_Buffer_Zone_of_Leuser_National_Park_Langkat_District_North_Sumatra_Indonesia

[109] https://pdf.usaid.gov/pdf_docs/PA00TPP5.pdf?utm_source=chatgpt.com

[110] Information provided by Alas Purwo, Tanjung Putting, Way Kambas, Wakatobi and Baluran National Parks

Consistency with national strategies and plans:

Addressing the key threats for biodiversity, ecosystems, Conservation Areas, and communities in Indonesia and removing the barriers for wildlife-based ecotourism development in the country are reflected as priorities in the number of Indonesia's national strategies and plans developed for implementation UNCBD, UNCCD, UNFCCC, CITES, Ramsar Convention, national and sectoral development. Please, see Table 1 for details.

Table 1. Government Strategies and Plans that prioritize addressing the key threats for ecosystems, biodiversity, and communities and removing the identified barriers for wildlife-based ecotourism development

National strategy/plan	Priorities related to Ecotourism development as a tool to deal with key threats
National Medium-Term Development Plan (RPJMN - Rencana Pembangunan Jangka Menengah Nasional) 2025-2029	RPJMN prioritizes ecotourism (including wildlife-based) development as a sustainable economic driver, integrating biodiversity conservation and local community empowerment. Plan also addresses ecosystem degradation through forest, peatland, and marine restoration, while combating illegal wildlife trade (IWT) via strengthened law enforcement and community-based conservation. Additionally, it incorporates climate change mitigation and adaptation measures, emphasizing low-carbon development, and ecosystem-based solutions.
Indonesia National Biodiversity Strategy and Action Plan (IBSAP) 2025-2045	Ecotourism in the IBSAP is framed as a nature-based solution to support biodiversity conservation, reduce environmental degradation, and contribute to climate adaptation and mitigation. It complements Indonesia's commitments to the Kunming-Montreal Global Biodiversity Framework and broader sustainable development goals.
National Action Plan for Climate Change Adaptation (RAN-API) 2014–2025	While RAN-API does not explicitly label ecotourism as a core priority, its focus on ecosystem restoration, community engagement, and sustainable livelihoods creates a conducive environment for integrating ecotourism as a strategy to address climate change impacts, reduce ecosystem degradation, and provide alternatives to IWT.
Updated Nationally Determined Contributions (NDC) 2022-2030	Indonesia's NDCs do not explicitly prioritize ecotourism but include related strategies that support its development, particularly in forestry, land use, and marine ecosystems. Key priorities such as forest and peatland restoration, mangrove and coral reef rehabilitation, and expansion of Marine Protected Areas align with wildlife-based ecotourism's potential to generate sustainable livelihoods and promote conservation. The NDCs also emphasize community-based approaches and green economy initiatives, creating opportunities for ecotourism as a tool to address climate change and ecosystem degradation. While not explicitly mentioned, ecotourism can play a complementary role in achieving Indonesia's NDC goals through sustainable economic development and biodiversity conservation.
National Tourism Development Master Plan (RIPPARNAS) 2010-2025	The plan outlines objectives and activities that align with ecotourism's core values of environmental conservation, community involvement, and cultural preservation. The plan advocates for the development of tourism destinations that are safe, comfortable, attractive, easily accessible, environmentally friendly, and capable of enhancing national, regional, and community income. Also, RIPPARNAS emphasizes empowering local communities to participate actively in tourism development, ensuring that they benefit economically and socially. The master plan underscores the importance of environmental conservation in tourism development, promoting practices that minimize ecological footprints and preserve natural resources
National Action Programme (NAP) to Combat Land Degradation in Indonesia (2002)	Although the 2002 NAP does not specifically highlight ecotourism as a strategy to combat land degradation, Indonesia has incorporated wildlife-based ecotourism into its broader environmental and development policies to promote sustainable land management and conservation.

Additionally, If the key threats to Indonesia's ecosystems, biodiversity, PAs, and communities are not addressed and the barriers for effective wildlife-based ecotourism development are not removed, several Sustainable Development Goals (SDGs) could be negatively impacted:

- **SDG 1: No Poverty.** Many rural and coastal communities depend on natural resources (e.g., forest products, fisheries, ecotourism) for income. Deforestation, habitat destruction, and declining marine resources reduce local incomes, including from wildlife-based ecotourism, exacerbating poverty.
- **SDG 2: Zero Hunger.** Habitat conversion and overfishing undermine the availability of wild foods (e.g., fish, forest products) that supplement local diets. Unsustainable land-use practices (such as slash-and-burn for agriculture) deplete soil fertility over time, compromising long-term food production.

- **SDG 6: Clean Water and Sanitation.** Deforestation in key watersheds affects water quality and quantity, making access to clean water more challenging for local communities. Agricultural runoff, plastic waste, and untreated sewage from unsustainable tourism practices can contaminate rivers, lakes, and coastal waters.
- **SDG 8: Decent Work and Economic Growth.** Uncontrolled deforestation, marine degradation, and weak governance undermine the long-term viability of ecotourism—one of the key sectors for generating green jobs. Continual habitat loss and governance issues discourage responsible private-sector investment in eco-friendly businesses and infrastructure.
- **SDG 10: Reduced Inequalities.** Weak governance, fragmented policies, and inadequate community engagement can perpetuate inequalities, as local and Indigenous communities often do not benefit equitably from tourism or conservation initiatives. When protected areas and ecotourism sites are poorly managed, local communities may lose access to forests, fisheries, and cultural sites—resources they have traditionally relied on for livelihood and cultural identity.
- **SDG 11: Sustainable Cities and Communities.** Poorly planned tourism development can stress local infrastructure (roads, water supply, waste management), making communities less sustainable. Rapid urbanization and poorly regulated tourism can dilute local cultural practices, traditions, and social cohesion in gateway communities near national parks.
- **SDG 12: Responsible Consumption and Production.** Illegal logging, wildlife poaching, and overfishing reflect unsustainable production patterns, depleting natural resources. High volumes of tourist traffic without proper waste management undermine responsible consumption goals, both in terrestrial and marine environments.
- **SDG 13: Climate Action.** Ongoing habitat conversion and forest loss remain major sources of greenhouse gas emissions in Indonesia, contributing to global climate change. Degraded ecosystems are less able to adapt to changing climate patterns (e.g., more intense storms, droughts), increasing disaster risks for local communities and wildlife.
- **SDG 14: Life Below Water.** Unregulated fishing, pollution, and tourism-related damage (e.g., boat anchors on reefs) lead to coral bleaching, reduced fish stocks, and habitat destruction. Degraded mangrove forests and seagrass beds mean reduced coastline protection from storm surges and erosion, placing coastal communities at higher risk.
- **SDG 15: Life on Land.** Continued clearing of forests for agriculture and infrastructure threatens endangered species (e.g., orangutans, tigers), undermines terrestrial biodiversity, and erodes soil quality. High-value species are poached or trafficked, depleting biodiversity and disrupting ecosystems. National parks are vulnerable to poaching if enforcement and community engagement remain weak.
- **SDG 17: Partnerships for the Goals.** Fragmented policies and siloed institutions hamper multi-stakeholder partnerships—essential for mobilizing finance, knowledge transfer, and technology for sustainable ecotourism. Without strong national frameworks and multi-sectoral coordination, effective partnerships (government–NGO–private sector–community) remain sporadic rather than systemic.

II. STRATEGY

This Global Biodiversity Framework Fund (GBFF) project has the following **Objective**:

To enhance biodiversity conservation in Indonesia's conservation areas through the development and implementation of wildlife-based ecotourism, ensuring inclusive local community engagement and long-term economic benefits

Under **wildlife-based ecotourism** the project defines tourism practices that focus on *responsible travel to natural areas*, that delivers equitable benefits to *local and indigenous communities* and ensures the *protection and preservation of biodiversity*, *ecosystems, and wildlife*[111]. This form of tourism is designed to minimize environmental impact, contribute to conservation efforts, promote sustainable livelihoods for local communities, and foster cultural awareness and respect. The key principles of the wildlife ecotourism are the following:

- **Environmental Sustainability:** Activities are planned and managed to improve conservation outcomes and avoid ecological degradation, ensuring the long-term health of ecosystems and wildlife. Emphasizes low-impact practices such as limited visitor numbers, eco-friendly accommodations, and renewable energy use;
- **Wildlife Protection:** Avoids activities that disturb, exploit, or harm wildlife. Promotes education about the importance of protecting wildlife and their habitats; promotes responsible wildlife viewing and experiences;
- **Community Engagement and Benefit Sharing:** Actively involves IPLCs in decision-making and management processes based on Free, Prior, and Informed Consent (FPIC) principles. Ensures that the economic benefits of ecotourism are equitably shared, contributing to local development and poverty reduction;
- **Education and Awareness:** Focuses on providing enriching experiences for visitors that foster an understanding of nature, wildlife, and conservation challenges. Promotes cultural exchange, respect for indigenous knowledge, and environmental stewardship;
- **Economic Sustainability:** Generates income that supports conservation efforts and contributes to the sustainable management of National Parks and wildlife well-being. Encourages investments in local economies through partnerships and eco-certified businesses.

The **Project Objective** is expected to be achieved through the implementation of five general Strategies (**Components**):

- **Component 1.** Strengthening the enabling framework for wildlife-based ecotourism management in Conservation Areas and around them
- **Component 2.** Improving capacities for wildlife-based ecotourism development in five National Parks
- **Component 3.** Implementation of community-led wildlife-based ecotourism products and services in five National Parks
- **Component 4.** Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning
- **Component 5.** Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project.

Component 1. *Strengthening the enabling framework wildlife-based ecotourism management in and around Conservation Areas* aims to create an enabling environment for the development of wildlife-based ecotourism across Indonesia's Conservation Areas (including National Parks) and in peripheral forested areas and local communities. The component aims to address systemic gaps in policy, coordination, financing, and governance of Conservation Areas to ensure wildlife-based ecotourism becomes a driver for biodiversity conservation, sustainable development, and equitable benefit-sharing with local communities. Specifically, Component 1 will:

- Develop a **National Action Plan for Wildlife-based Ecotourism in Conservation Areas**. This plan will serve as a strategic roadmap to develop, promote and manage wildlife-based ecotourism activities effectively across Conservation Areas in Indonesia, ensuring alignment with national biodiversity conservation goals, participatory governance mechanisms, and benefit sharing with local communities;
- Formulate rigorous **wildlife ecotourism standards and guidelines** to ensure wildlife-based ecotourism in Conservation Areas and around them delivers positive environmental, social, and financial outcomes. These

[111] While the project markets wildlife-based ecotourism chiefly around Indonesia's iconic fauna—orangutans, rhinos, elephants, coral-reef megafauna—its scope explicitly extends to flora and whole ecosystems

standards and guidelines will focus on reducing over visitation, minimizing environmental impact, enhancing visitor experience, and safeguarding wildlife and cultural heritage. They will include detailed protocols on carrying capacity, waste management, and wildlife interaction to ensure sustainability and best practices;

- Identify, test and **introduce financial mechanisms for the sustainable financing of wildlife-based ecotourism in Conservation Areas**. These mechanisms aim to ensure that ecotourism revenue is systematically reinvested into conservation management and benefits local communities. Innovative approaches such as revenue-sharing schemes, ecotourism trust funds, and others will be explored and tested in five target National Parks;
- Develop a **comprehensive monitoring framework for measuring the environmental, wildlife, cultural, social, and economic benefits and impacts** of wildlife-based ecotourism in Conservation Areas. This framework will enable adaptive management and evidence-based decision-making to maximize positive impacts of the ecotourism programs.

Component 1 addresses **Barrier 1:** *Absence of Coherent Policies, Planning Frameworks, Standards, and Financial Mechanisms for Wildlife-based Ecotourism Development in National Parks and other Conservation Areas* by ensuring a coordinated and strategic approach to wildlife-based ecotourism policy-making, governance, financing, and stakeholder collaboration.

Component 1 carries moderate social and environmental risks, notably related to unregulated eco-tourism expansion potentially causing biodiversity loss, inequitable benefit-sharing affecting traditional communities, financial mismanagement, gender disparities, and cultural heritage commercialization. To mitigate these risks, the project will implement rigorous wildlife ecotourism standards and guidelines covering carrying capacity, waste management, and wildlife interactions. Sustainable financing mechanisms will ensure equitable distribution of benefits, allocating share of financing to women-led businesses. A comprehensive monitoring framework will track environmental, social, and economic impacts, coupled with a multi-tier Grievance Redress Mechanism (GRM) providing safe and confidential reporting channels for gender-based violence (GBV) and discrimination, ensuring adherence to safeguards and adaptive management.

Component 1 implementation will also involve the Ministry of National Development Planning (Bappenas), specifically the Directorate of Forestry and Water Resources Conservation, as a key implementing partner. The resulting policy is expected to serve as a reference for the formulation of the National Medium-Term Development Plan (RPJMN) 2030-2034 integrating biodiversity and ecotourism considerations into long-term national development agendas.
The Component 1 is guided by the following lessons and best practices derived from local and international experiences:

- Effective ecotourism planning and development requires the inclusion of multiple stakeholders, particularly Indigenous and Local Communities, in decision-making processes. The *Kenya Wildlife Conservancies Association* demonstrated that engaging local communities in conservancy governance significantly increased wildlife conservation efforts and tourism revenues [112];
- National ecotourism plans should integrate biodiversity conservation as a core objective, ensuring that tourism does not harm ecosystems or wildlife. For example, Bhutan's *High Value, Low Impact Tourism Policy* ensures strict control over tourist numbers to minimize environmental impact[113];
- Rigorous standards, guidelines and monitoring frameworks, including visitor carrying capacity assessments and wildlife disturbance mitigation, help balance tourism growth with biodiversity conservation. Proven models globally emphasize that structured guidelines minimize environmental impacts and promote sustainability[114]. The *Great Barrier Reef Marine Park Authority* in Australia developed comprehensive tourism management guidelines to balance ecological protection with visitor experience[115];
- Ecotourism revenue streams should be reinvested into conservation and community development. This is supported by positive experience of many National Parks around the World. For example, in Kaziranga National Park, India, entry fees and safari charges are collected by the park authorities and allocated to park management and local communities; a portion of tourism revenue is reinvested in infrastructure, wildlife protection, and community welfare projects, such as healthcare and education[116].
- Thirty years of global research (Stronza et al. 2019) show that claims of "win-win" outcomes are often untested or focus on either ecology *or* society, not both; strong programmes define ecotourism sharply, track social-ecological indicators together, and adapt as evidence emerges[117].

[112] https://kwcakenya.com
[113] https://bhutan.travel
[114] https://en.wikipedia.org/wiki/Sustainable_tourism?utm_source=chatgpt.com
[115] https://www2.gbrmpa.gov.au
[116] https://parksjournal.com/wp-content/uploads/2012/12/PARKS-18.2-Hussain-et-al.pdf?utm_source=chatgpt.com
[117] https://www.researchgate.net/publication/334314447_Ecotourism_for_Conservation

Component 2. *Improving capacities for wildlife-based ecotourism development in five National Parks* is designed to strengthen park management systems, build the skills of local communities, and create sustainable and inclusive ecotourism products. By addressing critical gaps in infrastructure, training, and product development, this component aims to position these National Parks as models of community-inclusive and conservation-focused ecotourism based on wildlife. The Component 2 includes:

- Development of a **Wildlife-based Ecotourism Action Plan** for each target National Park and adjacent IPLC area as a comprehensive strategy tailored to the unique ecological, cultural, and socio-economic contexts of each park. The plans will outline actionable steps to promote wildlife-based ecotourism, improve park management and financing, and engage local stakeholders in conservation and ecotourism activities;
- Improvement of the **basic infrastructure and equipment** for the delivery of wildlife-based ecotourism products and services in each target park. Investments will focus on visitor facilities, signage, trails, wildlife viewing platforms, and essential equipment to support safe and sustainable tourism. Infrastructure improvements will be designed to minimize environmental impacts and enhance visitor experiences;
- **Trainings for park management staff and IPLCs** (including women and marginalized groups) to plan, develop, operate, manage, and monitor wildlife-based ecotourism. Training programs will cover a range of topics, including sustainable tourism management, biodiversity conservation, hospitality services, and ecotourism monitoring.
- Development of **high-yield, low impact community-inclusive wildlife-based ecotourism products** for each National Park. These products will showcase the unique biodiversity and cultural heritage of each park, incorporating community involvement to ensure equitable benefit-sharing. Examples may include guided wildlife tours, eco-lodges, cultural experiences, and conservation-focused visitor programs based on the flagship species.

The project Component 2 is strongly connected with Component 1 and designed to remove **Barrier 2.** *Inadequate Institutional, Human Capacity and Infrastructure of the National Parks to Develop and Manage Wildlife-based Ecotourism Programs.*

Component 2 presents moderate social and environmental risks such as environmental impacts from infrastructure development, pollution due to inadequate waste management, labor exploitation risks, and increased vulnerability to climate change. To address these risks, the project will upgrade existing basic infrastructure and avoid creating new built infrastructure within the parks, ensure visitor facilities are better maintained and improving waste management and sanitation systems to prevent environmental contamination and health hazards. The component includes mandatory training on visitor safety, first aid, emergency response, labor rights, and Gender-Based Violence (GBV) prevention for park staff and local operators from IPLCs. Additionally, climate-adaptive infrastructure (elevated boardwalks, flood-resistant facilities) and nature-based solutions (mangrove reforestation, forest buffers) will enhance ecosystem integrity, while compliance will be monitored through participatory environmental and social monitoring systems and the GRM.

The Component is based on the following successful practices:

- National Parks and other conservation areas benefit from context-specific action plans that align tourism activities with conservation priorities and local socio-economic contexts. For example, the *Yellowstone National Park (USA)* model emphasizes strategic planning to balance tourism with conservation and local benefits[118]; Galapagos National Park, Ecuador has implemented a comprehensive management plan that limits visitor numbers, controls access to sensitive areas, and invests in conservation and community development[119];
- Investments in infrastructure, such as eco-friendly lodges, wildlife viewing platforms, and trails, enhance visitor experience while minimizing environmental impact. For example, Costa Rica's *National Parks* implemented eco-friendly infrastructure that prioritizes sustainability and accessibility[120]; IUCN offers numerous resources on sustainable tourism in protected areas, emphasizing infrastructure's role: they highlight minimizing physical and visual impacts, using local materials, and incorporating energy and water efficiency[121];
- Training programs for park staff and communities (including women and marginalized groups) ensure effective ecotourism management, hospitality skills, and biodiversity conservation. For example, the *Kenya Wildlife*

[118] https://www.nps.gov/yell/learn/management/upload/whole_doc.pdf
[119] https://galapagos.gob.ec/?lang=en
[120] https://www.sinac.go.cr/EN-US/Pages/default.aspx
[121] https://iucn.org/our-union/commissions/group/iucn-wcpa-tourism-and-protected-areas-specialist-group#:~:text=Build%20awareness%20and%20understanding%20of,case%20studies%20and%20best%20practice

Conservancies provided community-based training to empower locals as guides and operators [122]; South Africa's *SANParks* trained staff in sustainable tourism management, enhancing park operations and visitor services[123];

- High-yield, low-impact community-inclusive ecotourism products showcase local biodiversity and culture, creating high-value experiences that benefit conservation and communities, and help to avoid over-crowding. For example, Rwanda's *Gorilla Tourism Program* developed exclusive, community-inclusive tourism experiences that support conservation and generate local income [124]; Vietnam's *Pu Luong Nature Reserve* integrated community-based tourism with traditional cultural experiences, benefiting locals while promoting conservation[125].
- Qualitative work around Komodo NP (Lasso 2021) reveals unmet expectations and unequal benefit flows where local voices are weak; sustainable models give heterogeneous communities real decision-making space, extend policies beyond park borders, and recognize their embeddedness in regional economies[126].
- For wildlife based ecotourism to thrive, park authorities and local/Indigenous communities should participate in GEF project development and jointly decide visitor-use zoning, product portfolios, and revenue-sharing rules—otherwise mechanisms risk being viewed as externally imposed[127].

Component 3. *Implementation of community-led wildlife-based ecotourism products and services in five National Parks* is designed to empower local communities to actively participate in and benefit from wildlife-based ecotourism. By fostering community/IPLC ownership and integrating traditional knowledge, this component aims to create sustainable and culturally relevant ecotourism experiences. Crucially, this component will demonstrate wildlife-based ecotourism as a viable and preferable alternative to destructive activities such as logging, poaching, and the development of plantations, showcasing the economic and social benefits of conservation. This component focuses on building awareness, sharing traditional knowledge, and supporting the development and implementation of community-led ecotourism projects. The Component 3 includes:

- Implementation of **Community-Led Awareness, Traditional Knowledge and Education Campaigns** to engage IPLC stakeholders in wildlife-based ecotourism programs in five target National Parks. These campaigns will focus on raising awareness about the benefits of wildlife-based ecotourism, promoting responsible tourism practices, and integrating traditional knowledge into ecotourism experiences. A key focus will be highlighting the tangible benefits of wildlife-based ecotourism as a sustainable livelihood alternative to destructive land-use practices, building local support for conservation and encouraging community participation in ecotourism initiatives.
- Support for **Community-led wildlife-based ecotourism projects** in each National Park. This support will encompass technical assistance, capacity building, and seed funding to enable communities to develop and manage their own ecotourism ventures in collaboration with National Parks. These projects will be designed to showcase local culture, traditions, and natural resources, while ensuring equitable benefit-sharing and promoting sustainable resource management. By providing direct economic benefits to communities through ecotourism, these projects will further demonstrate the value of conservation over destructive activities. Examples may include community-run guided tours, cultural performances, traditional crafts workshops, and community-managed campsites or eco-lodges. To secure the lasting shifts in norms, decisions and daily practices of IPLC the project will apply six behavior change levers: material incentives, rules & regulations, information, choice architecture, emotional appeals, social influence[128].
- Ecotourism products (guiding services, homestays, crafts) will not deliver conservation incentives unless communities can reliably sell them at fair prices[129].

[122] https://kwcakenya.com
[123] https://www.sanparks.org
[124] https://rdb.rw/tourism-promotion-will-better-the-lives-of-rwandans/
[125] https://vietnamnet.vn/en/community-based-tours-introduced-at-pu-luong-nature-reserve-E213747.html
[126] https://www.researchgate.net/publication/353487130_A_community_perspective_on_local_ecotourism_development_lessons_from_Komodo_National_Park
[127] https://www.gefieo.org/evaluations/community-based-approaches
[128] https://www.stapgef.org/resources/advisory-documents/why-behavioral-change-matters-gef-and- what-do-about-it
[129] https://www.gefieo.org/evaluations/community-based-approaches

Component 3 will target **Barrier 3**. *Inadequate Local Community Involvement and Traditional Knowledge use in Wildlife-based Ecotourism in the National Parks.*

Component 3 faces moderate social and environmental risks including exclusion of traditional communities from planning, decision-making, and benefit-sharing, potential economic displacement, gender disparities, cultural heritage commercialization, and GBV risks associated with increased economic empowerment. The project addresses these risks through community-led ecotourism ventures designed and managed directly by traditional communities, ensuring equitable revenue-sharing and direct financial benefits for women and marginalized groups. Explicit Free, Prior, and Informed Consent (FPIC) protocols, supported by community co-management agreements, safeguard traditional ecological knowledge and cultural heritage. Gender-responsive capacity-building training, grievance mechanisms tailored to gender issues, and continuous stakeholder engagement processes further ensure equitable inclusion and safeguard against social exclusion and cultural exploitation.

The Component is based on several well-established best practices in community-based ecotourism in Indonesia and other countries, drawing from decades of experience and research in the field, such as:

- Local communities should be actively involved in all stages of ecotourism development, from planning and decision-making to implementation and benefit-sharing. This ensures that projects are culturally appropriate, address local needs, and foster a sense of ownership and responsibility[130];
- Incorporating traditional ecological knowledge and cultural practices into ecotourism experiences enhances their authenticity, provides educational opportunities for visitors, and empowers local communities to preserve their cultural heritage[131];
- Ecotourism should generate tangible economic benefits for local communities, providing alternative livelihoods and incentives for conservation. By demonstrating that conservation can be economically viable, it can help reduce reliance on destructive activities[132].
- As was demonstrated by Walpole et al. 2001, visitors to Komodo NP were willing to pay 10 times the prevailing fee; a moderate, tiered increase coupled with partial revenue retention and good visitor communication maximized financial gains without deterring arrivals[133].

Component 4. *Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning* is designed to enhance the effectiveness, inclusivity, and sustainability of wildlife-based ecotourism programs and marketing strategies through robust knowledge management and gender-inclusive learning. By establishing a centralized platform for knowledge collection, analysis, and dissemination, this component aims to foster continuous improvement, innovation, and collaboration across wildlife-based ecotourism initiatives in Indonesia. It will also ensure that lessons learned and best practices are shared widely, enabling other Conservation Areas to replicate successful models. Additionally, this component will focus on strategic marketing and visitor experience improvement activities to attract both domestic and international visitors in the five target National Parks, thereby increasing the economic viability of ecotourism while promoting conservation. The Component 4 will:

- Establish a dynamic and user-friendly **knowledge management platform** to collect and analyze lessons and best practices from wildlife-based ecotourism programs gathered across the five target National Parks. The platform will utilize advanced data analytics to identify trends, successes, and areas for improvement, ensuring that ecotourism programs are evidence-based and adaptive. It will also incorporate gender-disaggregated data to ensure that the benefits of ecotourism are equitably distributed and that women's voices and contributions are recognized and amplified. The platform will be accessible to stakeholders, including park managers, local communities, researchers, and policymakers, fostering a culture of continuous learning and innovation;

[130] https://www.mdpi.com/2073-445X/11/10/1871#:~:text=Thus%2C%20local%20residents%20must%20be,achieve%20sustainable%20results%20%5B69%5D.&text=Participation%20can%20encourage%20the%20protection,a%20sense%20of%20ownership%20among

[131] IUCN. (2008). Indigenous and traditional peoples and protected areas

[132] https://www.worldbank.org/en/topic/environment/brief/nature-based-tourism#:~:text=By%20stimulating%20investment%20and%20economic,communities%20and%20strengthens%20incentives%20to

[133] https://chafra.bilkent.edu.tr/Selected%20Topics%20in%20Tourism/Pricing%20in%20Protected%20Areas.pdf

- Implement **knowledge exchange schemes to share best practices** of wildlife-based ecotourism with other Conservation Areas in Indonesia through workshops, webinars, study tours, and peer-to-peer learning sessions. These schemes will share best practices and innovative approaches from the five target National Parks with other Conservation Areas, emphasizing gender-inclusive practices to ensure that women and marginalized groups are actively involved in ecotourism planning and decision-making. By promoting cross-regional learning, this activity will help scale up successful ecotourism models, strengthen conservation efforts, and build a network of ecotourism practitioners committed to sustainable and inclusive practices;
- Implement **Strategic Marketing and Visitor Experience Improvement Activities** targeting domestic and international visitors in the five National Parks as premier and unique wildlife-based ecotourism destinations. The key idea of these activities is to increase the visibility and attractiveness of the target National Parks among other ecotourism destinations in Southeast Asia. These campaigns will target both domestic and international audiences, highlighting the unique wildlife, cultural heritage, and community-led experiences offered by the parks. The campaigns will leverage digital platforms, social media, and partnerships with travel agencies to reach a broader audience. Simultaneously, visitor experience improvement activities will be implemented, such as upgrading infrastructure, training guides in customer service and interpretation (Component 2), and developing interactive and educational programs for visitors. These efforts will ensure that visitors have memorable and meaningful experiences, fostering a deeper appreciation for conservation and increasing the economic benefits of ecotourism for local communities.

Component 4 will address **Barrier 4.** *Insufficient Knowledge Management and Strategic Marketing of Wildlife-based Ecotourism Programs at National Parks.*

Component 4 involves moderate social and environmental risks of inequitable access to project knowledge, exclusion of marginalized stakeholders, particularly women, and misrepresentation of cultural heritage. To mitigate these risks, the project establishes a knowledge management platform collecting gender-disaggregated data and lessons learned explicitly focusing on gender equality and women's empowerment. Knowledge exchange schemes will incorporate gender-inclusive practices, prioritizing women's participation in ecotourism planning and governance. Strategic marketing activities and visitor experience improvements will be culturally sensitive, with community involvement ensuring accurate representation and preventing cultural heritage commercialization. Regular stakeholder consultations and gender-responsive monitoring further enhance inclusivity and accountability.

This strategy is based on the successful practices drawn from global and regional examples of effective knowledge management, strategic marketing, and visitor experience enhancement in ecotourism and conservation:

- Creating centralized platforms to collect, analyze, and share data and best practices has proven effective in improving ecotourism programs and decision-making. For example, the *Global Sustainable Tourism Council (GSTC)* provides a knowledge hub for sustainable tourism practices, enabling stakeholders to access guidelines, case studies, and tools for ecotourism development[134];
- Facilitating knowledge exchange through workshops, webinars, and study tours helps replicate successful ecotourism models and fosters collaboration among Conservation Areas. For example, the *ASEAN Centre for Biodiversity (ACB)* has successfully implemented knowledge-sharing programs among member states, enabling the replication of best practices in ecotourism and conservation[135];
- Targeted marketing campaigns that highlight unique wildlife, cultural heritage, and community-led experiences increase the visibility and attractiveness of ecotourism destinations. For example, *South Africa's "Responsible Tourism" campaign* has successfully marketed its national parks and community-based ecotourism initiatives, attracting both domestic and international visitors[136].

Component 5. *Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project*

[134] https://www.gstcouncil.org/gstc-criteria/
[135] https://www.aseanbiodiversity.org/news-events-jobs/transforming-conflict-into-coexistence-through-ecotourism/
[136] https://www.southafrica.net/gl/en/travel

will provide effective project monitoring and evaluation framework for exercising of the project Adaptive Management and achieving sustainable project Outcomes. By integrating gender-responsive and IPLC inclusive approaches, this component will ensure that the project's Outputs and Outcomes are measured regularly and accurately, and that lessons learned are used to improve project performance. It will also ensure that the project's Gender Action Plan and Environmental and Social Safeguards are effectively implemented, promoting equity, inclusivity, and environmental sustainability throughout the project lifecycle.

Component 5 entails social and environmental risks of inadequate identification or response to emerging environmental and social issues, including gender disparities, biodiversity loss, community exclusion, and financial mismanagement. The project mitigates these risks through participatory, gender-inclusive monitoring and evaluation, systematically collecting gender-disaggregated data to monitor impacts on biodiversity, community well-being, and gender equality. A robust, multi-tier GRM will allow stakeholders, especially women and marginalized groups, to safely report grievances, enhancing transparency and accountability. Continuous adaptive management informed by ongoing stakeholder engagement, including regular consultations with IPLCs, will ensure timely responses to safeguard issues identified through project monitoring.

The five components of the GBFF project will work synergistically to achieve the overarching objective of enhancing biodiversity conservation and ecosystem integrity in Indonesia's conservation areas through wildlife-based ecotourism, while ensuring inclusive local community engagement and long-term economic benefits. **Component 1** establishes a strong enabling framework by developing national policies, standards, and financial mechanisms, ensuring a coordinated and sustainable approach to ecotourism. **Component 2** builds the capacity of five target National Parks by improving infrastructure, training staff and communities, and developing high-yield, low-impact ecotourism products, directly addressing institutional and infrastructural gaps. **Component 3** empowers local communities around these five parks by supporting community-led ecotourism initiatives, integrating traditional knowledge, and demonstrating ecotourism as a viable alternative to destructive practices, fostering local ownership and equitable benefit-sharing. **Component 4** enhances the effectiveness and visibility of ecotourism programs in Conservation Areas through a knowledge management platform, knowledge exchange schemes, and strategic marketing, ensuring continuous learning and increased attractiveness of the target parks and other Conservation Areas. Finally, **Component 5** ensures adaptive management and accountability through a participatory, gender-inclusive monitoring and evaluation system, while implementing the project's Gender Action Plan and Environmental and Social Safeguards. Together, these components create a holistic approach that balances conservation, community empowerment, and economic sustainability, ensuring the long-term success of wildlife-based ecotourism in Indonesia's conservation areas.

The proposed project strategy was developed through a process of stakeholder consultations between November 2024 and April 2025. The strategy was discussed and formulated during the Inception Workshop and Inception mission in Indonesia January 12 and 18, 2025. This process was followed by a series of consultations with the Ministry of Forestry, National Parks, and other key stakeholders. Further details of this process are described in the section on stakeholder engagement and in the Stakeholder Engagement Plan in Annexes 8 and 8a.

Project Sites

The project will be mainly implemented in five National Parks of Indonesia, namely **Tanjung Puting National Park**, **Way Kambas National Park**, **Baluran National Park**, **Alas Purwo National Park**, and **Wakatobi National Park** (see Fig 1). The total area of the Parks is **1,932,637 ha**. A brief description of the Parks is provided below:

Tanjung Puting National Park (412,240.5 ha): The Park, located in Central Kalimantan on the island of Borneo, is renowned for its vast tropical rainforests, extensive peat swamp ecosystems, and as a critical habitat for endangered species such as the Bornean orangutan (*Pongo pygmaeus*). Park offers diverse wildlife-based tourism activities, including orangutan observation at Camp Leakey, river cruises on traditional klotok boats, jungle trekking, and night safaris to explore its rich biodiversity and tropical ecosystems. In 2020-2024 the Park was visited by 132,617 tourists (46% are international visitors), or 26,523 tourists/year in average. Through the ecotourism program the Park generated total income of USD 1,291,776 for 2020-2024 (~USD 258,355/ year in average). The wildlife-based tourism program in the park is managed by 6 staff (4 male and 2 female) and total number of local people involved is 24 (18 male and 6 female).

Tanjung Puting's vicinity includes about 19 villages in the buffer zone (with no permanent settlements inside the park)[137]. These communities number in the tens of thousands of people, comprised largely of indigenous Dayak and local Malay ethnic

[137] en.tempo.co

groups, along with some migrant settlers. Women make up roughly half of the population – for example, one nearby village (Sei. Sekonyer) reported about 49% female residents[138]. Most locals rely on small-scale agriculture, fishing, and forest resources for their livelihoods (e.g. subsistence farming of rice and vegetables, fishing in rivers)[139]. The Dayak communities around Tanjung Puting have deep cultural ties to the forest, while Malay villagers (often along the rivers) and other migrants also coexist in the area, some participating in community-based conservation programs[140].

Major drivers of biodiversity loss and ecosystem degradation in the Park: Illegal logging and timber extraction, conversion and encroachment of peat-swamp and lowland forests to oil-palm and other agriculture, recurrent peat and forest fires (which have burned large areas of the Park, including in 1997–1998 and 2015), illegal gold mining, and hunting/illegal trade of orangutans and other wildlife, compounded by localized, poorly managed tourism pressure and boat traffic along the Sekonyer River and around orangutan feeding stations.

Species attractive for ecotourism: Bornean orangutan as the flagship species; proboscis monkey, Bornean white-bearded gibbon and other gibbons, red leaf monkey (maroon langur), long-tailed and pig-tailed macaques, sun bear, bearded pig, sambar deer and occasionally clouded leopard; rich birdlife including hornbills, kingfishers, eagles and other raptors, plus over 200–230 bird species; and notable reptiles such as estuarine (saltwater) crocodile and the endangered false gharial, together with monitor lizards, pythons and diverse amphibians and invertebrates that can be seen during river cruises and night walks.

Existence of a management plan with explicit objectives: The Park has a formal long-term management plan (RPJP) for 2020–2029, building on the earlier 1999–2024 management plan; this RPJP sets explicit objectives for conserving peat-swamp and coastal forests, protecting orangutans and other key species, restoring burned and degraded areas, strengthening community participation, and managing nature-based tourism, but its ecotourism and zoning components need to be further updated and operationalized to reflect current visitation levels and best practices for wildlife-based tourism.

Existing infrastructure to support ecotourism: Tanjung Puting National Park already has a relatively developed but capacity-constrained ecotourism infrastructure, centered on access from Pangkalan Bun via Kumai port and up the Sekonyer River on traditional klotok boats that serve as both transport and floating accommodation; key in-park sites such as Tanjung Harapan, Pondok Tanggui and Camp Leakey function as visitor hubs with jetties, boardwalks, orangutan feeding platforms, simple shelters and ranger/interpretation posts, while the Rimba Orangutan Eco Lodge provides fixed lodge accommodation on the Sekonyer River and additional guesthouses and homestays operate in Kumai and nearby villages. At the same time, several facilities (walking trails, visitor centers, boats and equipment) are in poor condition or insufficient for growing demand, and zoning/masterplans are being revised, so upgrading and better maintenance of infrastructure and interpretation are priorities for strengthening sustainable wildlife-based ecotourism in the Park.

The Park experiences a number of specific issues with effective implementation of the wildlife-based ecotourism program including:

- **Limited Infrastructure and Equipment:** The existing infrastructure and equipment, such as speedboats, walking trails, and visitor centers, is either in poor condition or insufficient, requiring upgrades and expansion;
- **High Dependency on Wildlife Attractions:** Ecotourism heavily relies on specific wildlife activities (e.g., orangutan feeding), which limits the diversification of visitor experiences;
- **Weak Community Involvement:** While some local groups are involved, broader participation from nearby communities remains limited;
- **Lack of Capacity Building:** Insufficient training for local guides and staff in areas like IT, marketing, and tourism management;
- **Planning Issues:** Zoning maps and masterplans are outdated or under revision, leading to delayed implementation of wildlife-based tourism initiatives.

Way Kambas National Park (125,621.3 ha): The Park, located in Lampung Province, southern Sumatra, is celebrated for its unique lowland forests and wetlands, which are home to critically endangered species such as the Sumatran elephant (*Elephas maximus sumatranus*) and the Sumatran rhinoceros (*Dicerorhinus sumatrensis*). Wildlife-based tourism activities in the Park include Sumatran elephant observation and education at the Elephant Training Center (PLG), jungle trekking,

[138] https://grantmanagement.penabulufoundation.org
[139] unesco.org
[140] en.tempo.co

birdwatching, and participating in conservation programs like elephant bathing and health checks. In 2020-2024, the Park was visited by 9,602 tourists (1% international visitors), averaging 1,920 tourists per year. Through its ecotourism program, the Park generated a total income of approximately USD 64,149 for 2020-2024 (~USD 12,830 per year on average). The ecotourism program in the Park is managed by 10 male staff, all focused on conservation education and tourism operations. Community engagement remains limited, with local participation primarily through village cooperatives managing parking areas and shuttle services.

No villages lie inside Way Kambas National Park, but it is surrounded by 38 villages directly along its boundaries[141]. These buffer communities collectively include on the order of ~100,000 residents, mostly descendants of Javanese transmigrants and native Lampung people. In one typical village (Braja Harjosari), the population was ~5,874 in 2016 with roughly 48.8% women (2,866 females vs 3,088 males)[142]. The main occupations are rice and cassava farming, smallholder plantations, and raising livestock. A few villages (especially in coastal areas of Labuhan Maringgai) also engage in fishing. There are no distinct tribal groups unique to the park, but rather a mix of ethnic Lampungese and Javanese settlers (the latter arrived in the 1950s transmigration programs[143]).

Major drivers of biodiversity loss and ecosystem degradation in the Park: Extensive and recurrent forest and grassland fires (often deliberately set by poachers), large areas of degraded land dominated by alang-alang grass, illegal logging and historical timber concessions, poaching of key fauna (especially Sumatran elephant, rhino, tiger and ungulates), illegal fishing in rivers, and human–elephant conflict and other pressures from surrounding villages that increase access and encroachment into the Park.

Species attractive for ecotourism: Sumatran elephant as the main flagship species; critically endangered Sumatran rhinoceros and Sumatran tiger; Malayan tapir, sun bear, dhole, and at least six primate species including siamang and other gibbons; plus an exceptionally rich bird fauna (around 400+ species), with high-profile targets such as white-winged duck (rare), storks, hornbills, pheasants and many kingfishers, broadbills, babblers and owls that draw specialist birdwatchers.

Existence of a management plan with explicit objectives: The Park is managed under a formal long-term management plan, the Rencana Pengelolaan BTNWK 2017–2026, which sets out the Park's history, vision ("to make Way Kambas an ideal habitat for protected Sumatran wildlife"), missions and objectives for protecting key species (elephant, rhino, tiger, tapir, etc.), conserving lowland forest and wetland ecosystems, mitigating fires and other threats, and promoting community empowerment and nature-based tourism; this is complemented by a Collaborative Management Strategy and Action Plan for 2018–2023 that further details roles of local partners and village empowerment. For project design purposes, the Park can therefore be considered to have an explicit management plan framework, though its ecotourism and community-based tourism components require updating and operationalization to match current needs.

Existing infrastructure to support ecotourism: Way Kambas National Park already has a basic but functionally important ecotourism infrastructure, anchored by the Elephant Training Center / Elephant Conservation Center (PLG/ECC) near the main entrance, which includes elephant stables, training and show grounds, visitor areas, and an elephant hospital and information facilities used for conservation education and interactive activities (elephant bathing, feeding, etc.). The Park also hosts the Sumatran Rhino Sanctuary (SRS) in its interior, a specialized conservation facility that doubles as a carefully controlled education and high-value tourism attraction. Around the Plang Ijo area and park gate, nearby buffer-zone villages provide supporting services: souvenir kiosks, warung food stalls, small "pondok wisata" guesthouses and village-based homestays (e.g., Desa Wisata Labuhan Ratu VII and associated homestays such as Andatu and Plang Ijo), while Satwa Elephant Ecolodge just outside the gate offers lodge-standard accommodation and organized wildlife tours and birding trips into the Park. However, existing facilities (visitor center, trails, boats, signage and interpretation) are limited and in varying condition, and studies highlight the need for better maintenance, diversification beyond elephant-centered activities, and stronger community-based tourism infrastructure to fully realize sustainable ecotourism potential.

Key challenges for effective ecotourism program implementation include:

- **Low Visitor Numbers:** The Park has struggled to attract significant numbers of tourists after the COVID pandemic, particularly international visitors, leading to limited ecotourism revenues;
- **Insufficient Infrastructure:** Many facilities, including trails and visitor amenities, require upgrades or repairs to meet

[141] rainforestjournalismfund.org
[142] https://grantmanagement.penabulufoundation.org
[143] https://grantmanagement.penabulufoundation.org

the demands of ecotourism;

- **Limited Community Engagement:** Local communities have a small role in ecotourism, which restricts the shared economic benefits and broader participation in conservation efforts;
- **Capacity Gaps:** Park staff and local operators lack training in key areas such as wildlife-based tourism management, IT, and marketing;
- **Heavy Reliance on Elephant-Based Tourism:** The Park's ecotourism offerings heavily depend on elephant-focused activities, which limits diversification and broader visitor appeal.

Baluran National Park (29,751.2 ha): Located in East Java, Indonesia, Baluran National Park is often referred to as the "Little Africa of Java" due to its extensive savanna landscapes. The Park is home to diverse ecosystems, including savanna, mangroves, monsoon forests, and coral reefs, supporting a wide range of wildlife such as banteng (*Bos javanicus*), wild deer, and an array of bird species. Wildlife-based tourism activities in the Park include wildlife observation at the Bekol Savanna, birdwatching, jungle trekking, and mangrove exploration. In 2020-2024, the Park attracted a total of 448,406 visitors (1% international visitors), averaging 89,681 tourists per year. Through its ecotourism program in 2020-2024, the Park generated total income of approximately USD 739,947 (~USD 147,989 per year). The ecotourism program in the Park is managed by 12 male staff, with no direct involvement of female staff. Local community participation is limited to small-scale groups supporting activities like mangrove tours and basic visitor services.

Baluran National Park has five official buffer villages adjacent to it[144], with no settlements inside the park. These villages – Wonorejo, Sumberwaru, Sumberanyar (in Situbondo Regency) and Bajulmati, Watukebo (in Banyuwangi Regency) – together host tens of thousands of people. For instance, Watukebo Village has about 11,869 residents, slightly more women (≈6,016) than men (5,853)[145]. Local livelihoods are dominated by agriculture and agroforestry – many families farm rice, corn, and peanuts or work in teak and mahogany plantations[146]. Some also keep cattle or fish along the coast. The communities are primarily of Javanese and Madurese ethnicity (reflecting historical migration from nearby Madura Island), along with a few migrants from other islands[147]. There are no distinct indigenous “tribal” groups here, but the local culture blends Javanese traditions with Madurese influences.

Major drivers of biodiversity loss and ecosystem degradation in the Park: Illegal hunting and wildlife trade (especially targeting banteng, deer and game birds), encroachment and illegal cultivation along the park boundary, extensive invasion of alien plants—most notably Acacia nilotica, which now occupies a large share of the original savanna and displaces forage for herbivores, as well as other invasive weeds such as Chromolaena odorata, recurrent fires and drought that accelerate savanna degradation, overgrazing by domestic livestock at the edges of the park, and localized but growing tourism pressure on key sites such as Bekol Savanna and Bama Beach.

Species attractive for ecotourism: Banteng as the flagship large mammal; other ungulates such as Javan rusa deer, muntjac, wild boar and mouse-deer; carnivores including dhole, leopard cat and (historically, at least) Javan leopard; primates such as Javan lutung and long-tailed macaques; and a rich avifauna of roughly 190–200 bird species, with green peafowl as the iconic bird for most visitors, alongside red junglefowl, hornbills, raptors and waterbirds that draw birdwatchers to the savanna, forest edges and wetlands.

Existence of a management plan with explicit objectives: Baluran National Park has a formal management-planning framework, including the “Rencana Pengelolaan Taman Nasional Baluran Tahun 2014–2023,” which sets out objectives for conserving savanna, monsoon forest, mangroves and coastal ecosystems, maintaining viable populations of banteng and other key species, controlling invasive plants such as Acacia nilotica, and promoting nature-based tourism and community involvement; this is nested within a 20-year RPJP (2005–2025) and medium-term plans (Renstra 2015–2019), and will need updating to reflect new national RPJP KK guidance and current ecotourism development needs.

Existing infrastructure to support ecotourism: Baluran National Park already has a relatively developed but still basic ecotourism infrastructure centered on a road from the main gate to Bekol Savanna and onward to Bama Beach, with entrance gates, ticketing and ranger posts. At Bekol Savanna, visitors find a wildlife-viewing area with parking, a watchtower for panoramic viewing of banteng and other wildlife, simple visitor facilities and picnic spots, while Bama Beach (about 3–3.5 km beyond Bekol) offers a white-sand beach, nearby mangrove forest accessible by footpath/boardwalk, a jetty and basic

[144] repository.unej.ac.id
[145] detik.com
[146] unesco.org
[147] unesco.org

accommodation. Outside the park, homestays and small guesthouses in neighboring villages, along with local jeep-tour and boat operators, support safari tours, guided hikes, birdwatching, camping and snorkeling, but several studies highlight that trails, signage, interpretation and some facilities remain modest or outdated and require upgrading and better maintenance to keep pace with rising visitation and to ensure sustainable, conservation-aligned tourism.

Key challenges for effective ecotourism program implementation include:

- **Infrastructure Deficiencies:** Key facilities, including mangrove trails, observation points, and visitor centers, are in poor condition and require significant repairs or upgrades;
- **Heavy Reliance on Traditional Tourism:** Activities such as wildlife observation and birdwatching dominate, with limited efforts to diversify visitor experiences;
- **Limited Digital Integration:** The Park lacks online booking systems and effective digital marketing, hindering outreach to broader audiences;
- **Weak Community Engagement:** Minimal involvement of local communities reduces opportunities for shared economic benefits and broader conservation participation;
- **Staff and Capacity Gaps:** Ecotourism operations are hindered by a lack of training and skills in sustainable tourism management, IT, and promotional strategies.

Alas Purwo National Park (44,037 ha): Situated in Banyuwangi Regency, East Java, Alas Purwo National Park is renowned for its ancient tropical forests, pristine beaches, and rich biodiversity. The Park serves as a critical habitat for Javanese wildlife, including the endangered banteng (*Bos javanicus*), green sea turtles (*Chelonia mydas*), and numerous migratory and resident bird species. Wildlife-based tourism activities include wildlife observation at Sadengan Feeding Ground, birdwatching along specialized trails, mangrove exploration, and cultural visits to historical and religious sites. From 2020-2024, the Park welcomed 782,931 visitors (11% international visitors), averaging 156,586 visitors per year. Through its ecotourism program in 2020-2024, the Park generated total income of approximately USD 4,163,663 (~USD 832,733 per year). The ecotourism program in the Park is managed by 9 staff (8 male and 1 female), while 4 local community members are involved in supporting tourism services, such as boat rentals for mangrove tours and fishing trips.

Alas Purwo is bordered by several villages in Banyuwangi's Tegaldlimo and Purwoharjo districts (with no villages inside the park). Tegaldlimo Subdistrict alone comprises 9 villages (around 60,000 people in total)[148], most of which surround the park's perimeter. The communities here have a nearly balanced gender makeup (~50% women) and maintain rich local traditions. Most residents engage in farming (paddy rice, corn, plantation crops) and some coastal fishing, while a growing number work in eco-tourism (guiding or homestays) given the park's surf beaches and spiritual sites. Uniquely, a large portion of the local populace is of Balinese Hindu origin – Tegaldlimo's villages are majority Balinese, with daily use of the Balinese language[149] due to historical migration from nearby Bali. Indigenous Osing people (the native Banyuwangi Javanese sub-ethnic group) are also present in adjacent villages, preserving local customary wisdom (e.g. taboos against harming peafowl as a form of conservation ethic)[150]. Together, these diverse groups coexist and some of them cooperate in managing natural resources around Alas Purwo.

Major drivers of biodiversity loss and ecosystem degradation in the Park: Illegal hunting and wildlife trade, Illegal logging and fuelwood extraction, agricultural encroachment and settlement pressure along the boundary, and poorly managed tourism pressure.

Species attractive for ecotourism: Javan banteng, Javan leopard, dhole, Javan langur and other leaf monkeys, Javan deer, barking deer, wild pig and civets; Green peafowl, Large hornbills (Malabar pied, oriental pied, wreathed hornbill), raptors (white-bellied sea eagle, crested serpent eagle), waterbirds (lesser adjutant, egrets), owls; sea turtles: green turtle, hawksbill, leatherback and olive ridley; water monitors, pythons, gliding lizards and diverse amphibians and reptiles.

Existence of a management plan with explicit objectives: the Park has a formal Rencana Pengelolaan Jangka Panjang (RPJP) 2026-2025, that need to be updated with strengthened ecotourism component.

[148] id.wikipedia.org

[149] id.wikipedia.org

[150] irjms.com

Existing infrastructure to support ecotourism: Alas Purwo National Park already has a relatively developed but uneven ecotourism infrastructure, including gated road access from Banyuwangi with ticketing points and ranger posts, the Sadengan savanna wildlife-viewing area equipped with parking and an observation tower for banteng and birdwatching, and a set of established hiking/birdwatching trails through forest and savanna. Along the coast, ecotourism is supported by surf-oriented facilities at Plengkung/G-Land, several in-park surf camps and eco-lodges such as Jawa Jiwa and Joyo's provide accommodation, food, guiding, and organized activities including jungle treks, mangrove river cruises, birdwatching, and fishing trips. Outside the park, homestays and small guesthouses in neighboring villages, together with community-run boat rentals for mangrove and fishing tours, complement these in-park facilities. Despite this asset base, recent analyses emphasize that amenities such as visitor facilities, trails, and interpretation remain outdated or below desired standards and that upgrading and better maintenance of ecotourism infrastructure are a priority for achieving "balanced tourism" in Alas Purwo.

Key challenges for effective ecotourism program implementation include:

- **Outdated Planning Documents:** The site design and masterplan were last updated in 2012, making them less relevant to current tourism and conservation needs;
- **Insufficient Infrastructure:** Key facilities, including birdwatching trails, observation towers, and visitor centers, are either outdated or in need of repair;
- **Wildlife Habitat Threats:** Illegal hunting and habitat destruction continue to pose risks to the Park's biodiversity and ecotourism potential;
- **Limited Community and Staff Capacity:** Park staff and local operators lack sufficient training in areas such as sustainable tourism management, interpretation skills, and digital marketing; also staff and community members lack required certifications (e.g., guide training, diving certifications);
- **Challenges in Promoting Ecotourism:** The Park struggles to expand its offerings beyond traditional activities, with limited efforts to develop and market innovative, wildlife-focused ecotourism experiences.

Wakatobi National Park (1,320,987 ha): Located in Southeast Sulawesi, Wakatobi National Park is a globally recognized marine biodiversity hotspot, featuring one of the world's most extensive coral reef systems. The Park is home to vibrant underwater ecosystems, marine mammals, migratory birds, and endangered sea turtles, making it a prime destination for eco-tourists and divers. Key wildlife-based tourism activities include birdwatching, marine mammal observation, coral reef exploration, and educational turtle hatchling releases. From 2020-2024, the Park attracted 6,071 visitors (31% international visitors), averaging 1,214 visitors per year. The tourism program generated total income of approximately USD 60,632 (~USD 12,126 per year) in 2020-2024. The program is managed by 18 staff (16 male and 2 female), with minimal direct involvement of local communities in tourism services. However, the Park collaborates with local stakeholders for conservation efforts and community-based partnerships.

Unlike the others, Wakatobi is an island-based marine national park, and it encompasses 64 villages spread across its four main islands[151]. About 103,450 people live in these communities (2020s estimate)[152]. The population is multi-ethnic: native Wakatobi Islanders (sub-groups of the Tukang Besi culture), Butonese and Bugis settlers from nearby Sulawesi, Javanese transmigrants, and the seafaring Bajau (Bajo) people all reside here[153]. Women constitute roughly half the population – the regency's sex ratio is around 92 males per 100 females (indicating slightly more women than men overall). The overwhelming majority of locals rely on marine livelihoods: about *94% of working adults are fishermen* or otherwise dependent on fishing and coastal resources. Small-scale seaweed farming and boat-making are common, while agriculture (cassava, maize, tubers) is mostly for subsistence[154]. Notably, the Bajau communities are renowned as nomadic fisher-folk who heavily depend on Wakatobi's coral reefs and sea for their subsistence, often living in stilt villages or houseboats within the archipelago.

Major drivers of biodiversity loss and ecosystem degradation in the Park: Overfishing and destructive/illegal fishing practices (blast and cyanide fishing, muro-ami nets, artisanal fish fences, and live-reef-fish targeting) that damage coral structures and deplete reef fish stocks; high dependence of ~100,000 local residents on marine resources, leading to chronic fishing pressure and non-compliance with no-take zones; coral mining and collection of coral, shells and turtle products; land-based pollution and solid waste, including sewage and plastics from densely populated coastal villages; coastal development and boat traffic

[151] unesco.org
[152] unesco.org
[153] unesco.org
[154] unesco.org

(jetties, harbors, tourism facilities) that increase sedimentation and physical damage to reefs and seagrass; and climate-change impacts such as coral bleaching and ocean warming, which further weaken reef resilience.

Species attractive for ecotourism: Coral reefs with exceptionally high biodiversity (hundreds of coral and ≈900 fish species); sea turtles including hawksbill, green turtle, loggerhead and olive ridley that are regularly seen by divers and snorkelers and featured in hatchling-release programs; at least 11 species of whales and dolphins (e.g., spinner, pantropical spotted and bottlenose dolphins, Fraser's and Risso's dolphins, Bryde's and sperm whales) that support dolphin- and whale-watching; dugong associated with seagrass meadows; iconic reef fish such as Napoleon wrasse, bumphead parrotfish and schooling fusiliers; giant clams and rich macro life (seahorses, nudibranchs, octopus, cuttlefish); and more than 80–85 marine and coastal bird species, including brown booby, Malaysian plover and various terns and kingfishers that offer strong potential for birdwatching tourism.

Existence of a management plan with explicit objectives: The Park is guided by a formal management plan "Rencana Pengelolaan Taman Nasional Wakatobi Periode 1998–2023 (revised 2008)," which sets explicit objectives for zoning the marine area, conserving coral reefs, seagrass and mangroves, protecting threatened species (turtles, cetaceans, dugong, reef fish), regulating fisheries and tourism, and strengthening community involvement; this is complemented by the Wakatobi RPJP 2018–2027 process and a coral-reef ecosystem rehabilitation plan for 2019–2023, meaning that Wakatobi does have an explicit management-planning framework, but its RPJP and tourism components now need updating and full operationalization to reflect current visitation, climate risks and co-management with local communities (including Bajau customary institutions).

Existing infrastructure to support ecotourism: Wakatobi National Park already has a dispersed but significant marine-tourism infrastructure, including regional access via Matahora Airport on Wangi-Wangi Island (with daily flights from Kendari and connections to Makassar), inter-island transport by public ferries and charter boats, and multiple dive/snorkel sites equipped with mooring buoys to reduce anchor damage; high-end facilities such as Wakatobi Dive Resort on Tomia and mid-range resorts like Patuno on Wangi-Wangi provide beachfront accommodation, dive centers, boats, restaurants and guided marine excursions, while numerous locally owned guesthouses and homestays operate across the four main islands; the Park authority maintains offices, basic visitor information points and reef-monitoring/patrol boats, and works with private operators on waste management and reef protection initiatives. At the same time, tourism and interpretation infrastructure in many villages (signage, community-run homestays, waste and wastewater systems, standardized turtle-release and marine-mammal watching protocols) remains limited or uneven, indicating a need for upgraded, more inclusive and environmentally robust ecotourism facilities across the archipelago.

Key challenges for effective ecotourism program implementation include:

- **Outdated Planning Documents:** The current masterplan, last updated in 2013, no longer reflects the Park's evolving needs and tourism potential;
- **Limited Infrastructure:** Essential facilities, such as diving equipment, visitor safety gear, and field equipment, require upgrades and expansion to meet ecotourism demands;
- **Wildlife Habitat Threats:** Continued human-induced disturbances, including habitat degradation, reduce the Park's appeal and conservation success;
- **Insufficient Staff and Community Capacity:** A lack of training for staff and local operators limits their ability to effectively manage and promote sustainable tourism;
- **Underdeveloped Tourism Offerings:** The Park relies heavily on diving and snorkeling, with limited diversification of activities to attract a broader range of visitors.

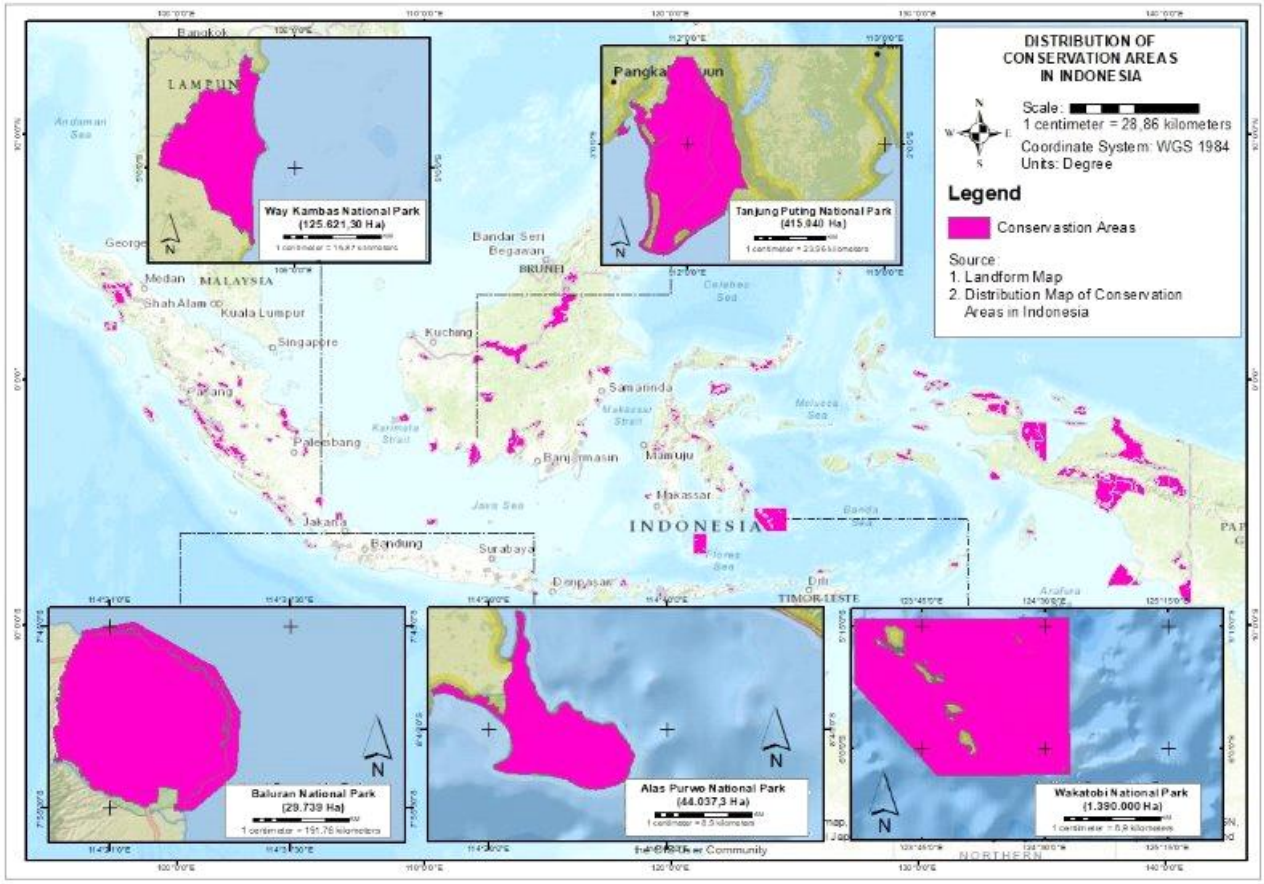


Figure 2. Project sites: Tanjung Puting National Park, Way Kambas National Park, Baluran National Park, Alas Purwo National Park, and Wakatobi National Park.

The selection of Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi National Parks for this GBFF project is strategic and well-founded based on the following considerations:

- **Biodiversity Significance and Conservation Needs:** Each park is a critical habitat for globally significant and endangered species, such as the Bornean orangutan (Tanjung Puting), Sumatran elephant and rhinoceros (Way Kambas), banteng (Baluran and Alas Purwo), and marine species like sea turtles and coral reef ecosystems (Wakatobi). All five parks face threats like habitat degradation, illegal hunting, and limited enforcement capacity. Wildlife-based ecotourism can generate the resources and community support necessary to address these threats.

- **Wildlife-based Ecotourism Potential:** The parks collectively represent a wide range of ecotourism experiences, including wildlife observation (orangutans, elephants, and birds), marine-based activities (diving and snorkeling in Wakatobi), and unique landscapes (savannas in Baluran and pristine forests in Alas Purwo). The unique attractions of these parks, such as Tanjung Puting's orangutans and Wakatobi's coral reefs, position them as high-potential destinations for wildlife-based ecotourism.

- **Geographic Representation:** The selected parks cover diverse ecological and geographical regions across Indonesia, including: tropical rainforests (Tanjung Puting), wetlands and lowland forests (Way Kambas), savannas and mangroves (Baluran), pristine beaches and monsoon forests (Alas Purwo), marine ecosystems and coral reefs (Wakatobi). This diversity allows the project to demonstrate scalable and adaptable wildlife-based ecotourism models in various ecosystems and geographic contexts.

- **Community Involvement and Socioeconomic Benefits:** The parks are adjacent to local and traditional communities that can directly benefit from wildlife-based ecotourism through job creation, revenue-sharing, and capacity-building initiatives. While there is some community participation (e.g., shuttle services in Way Kambas, boat tours in Alas Purwo), the project can significantly enhance inclusivity and equitable benefit-sharing.

- **Infrastructure and Capacity Gaps:** The parks have varying degrees of infrastructure deficiencies, such as outdated visitor centers, limited trails, and insufficient equipment. Addressing these gaps through targeted investments will directly enhance wildlife-based ecotourism capacity. Staff and local community members in all parks lack sufficient training in areas like IT, marketing, and tourism management, which this project can address through capacity-building programs.

- **Economic and Ecotourism Recovery Post-COVID:** The COVID-19 pandemic severely impacted tourism, leading to reduced visitor numbers and revenue. These parks are ideal candidates for ecotourism revitalization to drive economic recovery while promoting sustainable practices. The parks offer opportunities for innovative revenue streams, such as merchandise, wildlife adoption programs, and eco-certification schemes.

- **Current Challenges and Need for Intervention:** All five parks face similar challenges that hinder effective ecotourism implementation, including lack of reinvestment of tourism revenue back into the parks, outdated planning documents and zoning maps, insufficient infrastructure and equipment, limited community engagement and benefit-sharing, capacity gaps among staff and IPLCs, insufficient financial management and sustainability. Addressing these challenges through the project will unlock their ecotourism potential while enhancing biodiversity conservation and community well-being.

Private-Sector Engagement Framework

Building on Indonesia's PPP regulations and the project's financing innovations for Conservation Areas (Output 1.3) , the project will pursue a **tiered partnership model** that matches business capabilities with conservation needs while ensuring equitable benefit-sharing for IPLCs and National Parks. The model is based on:

• **Target actor clusters** – (i) *local ecotourism operators and community-based cooperatives* that co-manage visitor services inside each park; (ii) *domestic tour operators, travel-tech and online booking platforms* that supply market intelligence, bundled itineraries and digital promotion; (iii) *impact-oriented financiers, green investors and corporate CSR programmes* that co-invest in eco-lodges, low-impact infrastructure and revolving community funds; (iv) *hospitality brands and specialty wildlife-travel companies* seeking exclusive, high-yield experiences; and (v) *technology providers*(cash-less ticketing, visitor-flow analytics, conservation tech) that improve transparency and monitoring;

• **Partnership instruments** – Transparent **Public-Private Partnership (PPP) agreements** or *co-management contracts* will be signed between the Park Authority, the community cooperative and the private partner, detailing service standards, conservation obligations and revenue-sharing formulas (minimum 10 % of gross turnover channelled to park operations and community projects). Larger concessions (e.g. eco-lodges) will adopt a build–operate–transfer model with capped footprints and mandatory habitat offset plans. Smaller enterprises (guiding, homestays, crafts) will receive seed-funding or micro-grants under Output 3.2, linked to performance milestones and compliance with new national ecotourism standards (Output 1.2);

• **Incentive package** – Partners gain (i) preferred access to unique wildlife products branded under the project, (ii) use of the National Park "Wildlife & Community-Positive" label in marketing, (iii) eligibility for blended-finance deals and tax incentives for green investment, and (iv) priority listing on the Ministry of Forestry and Ministry of Tourism's digital marketplace and global roadshows. Performance-based bonuses (e.g., reduced concession fees) will reward operators that exceed conservation or gender-equality targets;
• **Governance & safeguards** – All private-sector agreements will be vetted through the Stakeholder Engagement Plan (SEP) and site-specific Community Engagement Plans to guarantee FPIC, gender equity and transparent grievance redress; private partners will sit on the local Technical Advisory Groups for continuous co-management and monitoring of the project

Project Theory of Change

The project Theory of Change (ToC) is based on the Results-Based Management Concept and reflects how inter-connected outputs and outcomes lead to a pathway of transformation towards measurable impacts. The TOC is depicted on the Fig. 2 and explained below:

Component 1. *Strengthening the enabling framework for wildlife-based ecotourism management in and around Conservation Areas* is designed to achieve the following Outcome (transformational change in capacity, management, coordination,

behaviour, or/and governance):

- **Outcome 1.** *Coherent planning, policy, regulatory and monitoring framework supports wildlife-based ecotourism management in and around conservation areas*.

Outcome 1 is expected to be achieved through the delivery of four **Outputs** (project's direct products and services):

- **Output 1.1.** National Action Plan for Wildlife-based Ecotourism in Conservation Areas is developed and adopted;
- **Output 1.2.** Rigorous standards and guidelines on wildlife-based ecotourism in conservation areas are developed and adopted;
- **Output 1.3.** Financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas are identified, assessed, and operationalized, to ensure that ecotourism revenue is systematically reinvested into the management of these areas, and benefit local communities;
- **Output 1.4.** A monitoring framework for measuring the environmental, wildlife, cultural, social and economic impacts of wildlife-based ecotourism in conservation areas and around them is developed and tested.

The logical pathway behind achievement of the Outcome 1.1 is the following: By developing a unifying National Action Plan (Output 1.1), establishing conservation-oriented standards and guidelines (Output 1.2), piloting sustainable financing mechanisms that allow revenue reinvestment (Output 1.3), and implementing a comprehensive monitoring framework tracking environmental, social, and economic impacts (Output 1.4), the project creates a coherent policy, regulatory, and funding environment for ecotourism in Indonesia's conservation areas. Together, these four outputs ensure that ecotourism activities are strategically planned, properly regulated, sustainably financed, and rigorously monitored, thereby enabling the achievement of Outcome 1: a robust, aligned, and adaptive framework that effectively supports wildlife-based ecotourism management in and around the country's conservation areas. The **key assumptions** for achievement of Outcome 1 are the following: (a) the National Action Plan is formally endorsed and integrated into government policy, especially policies on local development and conservation; (b) relevant stakeholders—government agencies, National Park authorities, local communities, and private operators—remain committed to adopting the new standards and guidelines; (c) adequate financial, human, and technical resources are dedicated to implementing and sustaining the plan and its associated standards; (d) central government actively supports the piloted financial mechanisms for Conservation Areas, enabling effective revenue reinvestment; (e) newly developed monitoring framework is consistently used for adaptive management, with accurate data collection driving ongoing improvements in ecotourism policies and practices. The transformational changes enabled by Outcome 1 are based on the **GEF Lever 1 – Governance and Policy, GEF Lever 2 – Financial Leverage,** and **GEF Lever 3 – Multi-Stakeholder Dialogs** and directly contribute to the **GBFF Action Area Three:** *Policy alignment and development (GBF Targets 14, 15, 18).*

Component 2: *Improving capacities for wildlife-based ecotourism development in five National Parks* is expected to lead to the **Outcome 2:** *Enhanced management capacities and infrastructure in five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services*, which is based on the delivery of the flowing **Outputs:**

- **Output 2.1:** *Wildlife-based Ecotourism Action Plan is prepared for each target National Park and adjacent area;*
- **Output 2.2:** *The basic infrastructure and equipment for delivery of wildlife-based ecotourism products and services are improved in each National Park;*
- **Output 2.3:** *Park management staff and local communities are trained to plan, develop, operate, manage, and monitor wildlife-based ecotourism in each National Park;*
- **Output 2.4:** *A high-yield community-inclusive wildlife-based ecotourism product is developed and operationalized in each National Park;*

By developing tailored Wildlife-based Ecotourism Action Plans for each of the five National Parks (Output 2.1), the project sets a strategic foundation for ecotourism development and management. Improving basic infrastructure and equipment (Output 2.2) provides the physical means to deliver high-quality, sustainable visitor experiences. Empowering park staff and adjacent communities with targeted training (Output 2.3) builds the skills necessary to manage ecotourism effectively—covering areas such as visitor flow, safety, and conservation monitoring. Finally, creating a high-yield, community-inclusive ecotourism product (Output 2.4) promotes collaborative revenue generation, equitable benefit-sharing, and active conservation stewardship. When taken together, these outputs enable parks and surrounding communities to plan, manage, and monitor ecotourism services confidently, thus achieving Outcome 2: enhanced management capacities and infrastructure for sustainable wildlife-based ecotourism. The **key assumptions** for achievement of the Outcome 2 are:

(a) park authorities, local governments, and communities remain actively engaged and supportive of each park's Ecotourism Action Plan; (b) adequate financial and technical resources are available to carry out infrastructure upgrades and maintenance over time; (c) trained staff and community members continue applying newly acquired skills and knowledge, fostering a culture of continuous improvement; (d) market demand (domestic and international) for wildlife-based tourism remains stable or grows, ensuring the viability of new ecotourism products; (e) collaboration among local stakeholders (including private sector partners) persists, facilitating equitable benefit-sharing and ongoing conservation efforts. The transformation brought by Outcome 2.1 is based on the **GEF Lever 2 – Financial Leverage** and **GEF Lever 3 – Multi-Stakeholder Dialogs** and directly contributes to **GBFF Action Area One:** *Biodiversity conservation, restoration, land/sea-use and spatial planning (GBF Targets 1, 2, and 3*) and **GBFF Action Area Action Area Two:** *Support to IPLC stewardship and governance of lands, territories, and waters (GBF Targets 1, 2, 3, and 22).*

Component 3: *Implementation of community-led wildlife-based ecotourism products and services in five National Parks* is expected to lead to the **Outcome 3:** *Community-led wildlife-based ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife* through delivery of the **Outputs**:

- **Output 3.1:** *Community-Led Awareness, Traditional Knowledge and Education Campaigns to engage local stakeholders in wildlife-based ecotourism programs are implemented in five target National Parks;*
- **Output 3.2:** *Community-led wildlife-based ecotourism projects are supported in each National Park*.

The logical pathway behind achievement of the Outcome 3.1 is the following: Output 3.1 delivers a series of participatory awareness and traditional-knowledge campaigns that foster pro-conservation attitudes and identify motivated community champions. Coupled with the skills-building package under Output 2.3, these champions develop bankable ecotourism micro-enterprise proposals. Through a competitive small-grant window and ongoing mentoring (Output 3.2), the successful proposals are translated into operational community-led ecotourism products. This staged approach ensures that increased awareness is matched by the technical capacity, seed capital, and governance structures needed to launch and sustain new enterprises. Collectively, these initiatives enhance household incomes, reduce unsustainable resource use, and strengthen local stewardship of protected areas—thereby delivering Outcome 3. The **key assumptions** behind the achievement of Outcome 3 are: (a) local communities remain willing and motivated to participate in ecotourism initiatives and apply newly gained knowledge; (b) traditional knowledge is effectively documented and integrated into ecotourism products without compromising cultural values (misalignment with cultural norms or inadequate stakeholder representation, are proactively identified and mitigated through meaningful consultations); (c) external stakeholders (park management, NGOs, private sector) collaborate and provide support to sustain community-led projects; (d) there is continued market interest in authentic, community-focused wildlife-based ecotourism experiences; (e) resources (financial, technical, and human) are adequate to maintain and scale community-led projects over time; (f) FPIC processes are systematically applied to ensure tourism initiatives respect community rights, are culturally appropriate, and sensitive to local needs. Achievement of the Outcome 3.1 is grounded on the **GEF Lever 2 – Financial Leverage** and **GEF Lever 3 – Multi-Stakeholder Dialogs** and directly contributes to **GBFF Action Area Action Area Two:** *Support to IPLC stewardship and governance of lands, territories, and waters (GBF Targets 1,2, 3, and 22).*

Component 4: *Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning* will lead to **Outcome 4:** *Improved marketing, learning and biodiversity conservation from the five National Parks' wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive* via delivery of:

- **Output 4.1:** *A knowledge management platform is established to collect and analyze lessons and best practices from wildlife-based ecotourism programs;*
- **Output 4.2:** *Knowledge exchange schemes are implemented to share best practices of wildlife-based ecotourism with other Conservation Areas in Indonesia;*
- **Output 4.3:** *Strategic Marketing and Visitor Experience Improvement Activities targeting domestic and international visitors are implemented in the five National Parks.*

By establishing a knowledge management platform (Output 4.1), gender-inclusive best practices and insights from the five National Parks' ecotourism activities are systematically documented and made accessible, forming a robust evidence base for improving programs. This foundation supports knowledge exchange schemes (Output 4.2), enabling practical learning and replication of successful models across other Conservation Areas in Indonesia. In parallel, strategic marketing and visitor experience improvements (Output 4.3) bolster domestic and international visibility, making wildlife-based ecotourism

products more appealing and ensuring inclusive and sustainable visitor engagement. Together, these three outputs reinforce one another to achieve Outcome 4: improved marketing, learning, and biodiversity conservation in the five National Parks through well-informed, collaborative, and inclusive approaches to wildlife-based ecotourism. The **key assumptions** behind achieving Outcome 4 are: (a) stakeholders contribute actively to the knowledge management platform, ensuring consistent data sharing and engagement; (b) adequate technological and financial resources are available as co-financing to maintain and expand the platform and associated knowledge exchange activities to support scaling up of tested wildlife ecotourism models; (c) marketing and visitor experience improvements are implemented effectively and resonate with target domestic and international audiences; (d) demand for inclusive, high-quality, and conservation-oriented ecotourism experiences continues to grow from both domestic and international tourists, reinforcing the value of improved marketing and learning efforts. Achievement of Outcome 4 is based on the **GEF Lever 4 – Innovation and Learning** and **GEF Lever 3 – Multi-Stakeholder Dialogs** and directly contributes to the **GBFF Action Area Five:** *Sustainable use of biodiversity (Targets 5 and 9).*

Lastly, **Component 5:** *Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project* will lead to achievement of the **Outcome 5:** *Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project* via delivery of the Outputs:

- **Output 5.1**: *Participatory, inclusive, and gender-responsive M&E system is implemented to measure project effectiveness, and support Adaptive Management;*
- **Output 5.2**: *The project's Gender Action Plan and Environmental and Social Safeguards are implemented*.

By implementing a participatory, inclusive, and gender-responsive M&E system (Output 5.1), the project establishes structured processes for gathering performance data, engaging diverse stakeholders, and ensuring that monitoring insights inform real-time adjustments in project strategies. At the same time, operationalizing the Gender Action Plan and Environmental and Social Safeguards (Output 5.2) embeds equity and sustainability considerations into every step of project implementation, ensuring that decision-making and risk management are both socially just and environmentally sound. Together, these outputs facilitate effective project performance, as ongoing learning and adaptation are built into the project's governance, ultimately achieving Outcome 5: a robust, participatory M&E framework that supports adaptive management and upholds gender equality and environmental integrity. **Assumptions** behind the Outcome 5: (a) all implementing partners and stakeholders actively participate in M&E processes, providing timely and reliable data; (b) the project team and relevant authorities are committed to using M&E findings for adaptive management rather than just reporting; (c) stakeholders adhere to gender and environmental safeguard principles during implementation, ensuring inclusive and transparent processes; (d) the broader project environment (political, institutional) supports the ongoing integration of gender and environmental safeguards into decision-making. Achievement of the Outcome 4 is based on the **GEF Lever 4 – Innovation and Learning** and **GEF Lever 3 – Multi-Stakeholder Dialogs.**

By **establishing a cohesive national policy, standard, financial, and monitoring framework** for wildlife-based ecotourism (Outcome 1), the project lays the groundwork for effective conservation efforts and revenue generation in conservation areas. **Enhancing National Park capacities and infrastructure** (Outcome 2) then ensures that ecotourism products and services are well-planned, accessible, and sustainably managed. In parallel, **supporting community-led initiatives** (Outcome 3) empowers local stakeholders to develop and benefit from ecotourism enterprises, fostering both social cohesion and stronger conservation stewardship. This is reinforced by **robust knowledge-sharing and marketing strategies** (Outcome 4), which continuously improve ecotourism practices and expand market reach—both domestically and internationally—while maintaining a focus on biodiversity protection. Finally, **participatory and gender-inclusive M&E systems**(Outcome 5) enable the project to track and adapt its progress, ensuring accountability, long-term effectiveness, and equitable benefit-sharing. Taken together, these Outcomes advance the project's overarching objective by **protecting biodiversity, engaging communities**, and **stimulating sustainable economic growth** through inclusive, well-regulated, and financially viable wildlife-based ecotourism in Indonesia's Conservation Areas. The key assumptions behind the project **Objective**: (a) National and local authorities remain fully committed—politically and financially—to enacting the new policies, standards, and frameworks produced under the project, ensuring long-term support for conservation and ecotourism initiatives; (b) local communities, park authorities, private operators, NGOs, and other partners actively collaborate in planning, monitoring, and decision-making, thereby integrating conservation objectives with equitable, community-driven development; and (c) there is sufficient and ongoing demand (both domestic and international) for responsibly managed wildlife-based ecotourism, allowing revenues to be reinvested in conservation, community livelihoods, and adaptive management.

To ensure sustainability of the project Outcomes under the ToC, the four-pillar Sustainability Strategy (Annex 23) will operationalize institutional, financial, environmental and community-based mechanisms, thereby ensuring that established project Outputs continue to deliver conservation, livelihood and learning benefits well beyond the project life and remain aligned with RPJMN 2025-2029, IBSAP 2025-2045 and RIPPARNAS priorities. The following four pillars are suggested by the Strategy to ensure self-sustaining of the ToC: **(i) Institutional anchoring**: MoF will formally annex each park's Wildlife-based Ecotourism Action Plan to its long-term management plan, turning plan implementation and reporting into a statutory duty for park managers; **(ii) Financial durability**: parks shift to revenue-retention models such as BLU status and park–community benefit-sharing agreements, backed by a national conservation trust fund and PPP investment, so that post-project operations draw on multiple, replenishing income streams rather than on limited government support and grants; **(iii) Capacity & knowledge continuity**; a "train-the-trainer" system embeds ecotourism curricula within park and community institutions, ensuring new rangers, guides and entrepreneurs are continuously certified after project closure; and **(iv) Environmental & community safeguards**: the MoF-endorsed monitoring framework and adaptive-management protocols keep visitor pressure within ecological limits while directing an agreed share of tourism proceeds to conservation and community funds, closing the loop between livelihoods and biodiversity health.

The project's Theory of Change (ToC) is designed with **adaptive management mechanisms, robust stakeholder engagement, and flexible financing models** so it can respond effectively across different futures—whether it's **sustainable growth** (Scenario 1), **ecosystem collapse** (Scenario 2), **high economic growth but biodiversity at risk** (Scenario 3), or **community-driven integrity** (Scenario 4). By incorporating **monitoring frameworks** that provide timely feedback, **scenario-based planning** to anticipate climate and economic shocks, and **community-led interventions** that diversify incomes, the project maintains relevance even under shifting governance, climatic, or market conditions. Strengthened policies and local capacities (e.g., through National Action Plans, improved ecotourism standards, and inclusive community projects) ensure that conservation benefits and revenues can be **scaled up** in thriving times or **retooled** during crises. Likewise, a **gender-responsive, participatory M&E system** enables iterative learning, allowing the project to pivot strategies—such as focusing on virtual tourism or diversifying livelihoods—when pandemics disrupt travel and financing. This balanced, **people-centered** and **nature-focused** design preserves vital biodiversity, reinforces ecosystem ecological stability, and safeguards community livelihoods across all scenario trajectories.

The project's strategy and expected results ability to cope with different future scenarios is explained below:

Scenario 1 – Sustainable Conservation & Ecotourism Growth: If strong governance, steady community participation, and only moderate climate stress prevail, the project's suite of reforms becomes a powerful accelerator. National-level standards, ecotourism park planning and zoning, and revenue-retention mechanisms give managers the policy and financial headroom to channel a rising visitor economy straight back into habitat protection. Upgraded infrastructure and digital visitor-flow tools keep growing tourist numbers within carrying-capacity limits, while community-owned enterprises and benefit-sharing schemes spread income locally, reinforcing positive behavior change. The knowledge-management platform quickly diffuses successful models nationwide, ensuring that the parks and their surrounding communities turn favorable conditions into a self-sustaining, conservation-funded growth loop based on ecotourism.

Scenario 2 – Climate-Driven Collapse of Ecosystems: Under extreme climate impacts, weak governance, and economic contraction, the project cannot halt biodiversity and ecosystem loss, but it does provide a critical safety net. Legally backed "red-line" standards, functional financial mechanisms, and local community-inclusive revenue loops secure a minimum budget line for emergency responses even when national budget shrinks and tourism demand falls. Although reef die-offs or forest fires may outpace these measures, the ecotourism mechanisms established by the project buys time, channel scarce resources to priority biodiversity hotspots, and positions Indonesia to leverage external climate finance for deeper recovery.

Scenario 3 – High Economic Growth but Biodiversity at Risk: In a boom economy with surging tourism and only moderate governance, the project's governance and mechanisms act as ecological circuit breakers. Mandatory park zoning, dynamic fee systems, and conservation-linked revenue sharing siphon part of the ecotourism income back into patrols, restoration, and enforcement. High-yield, low-impact ecotourism product diversification spreads visitors across space and seasons, easing hotspots and monetizing less charismatic ecosystems. Real-time analytics give park managers the evidence to throttle entries or hike fees before thresholds are breached, while visible financial benefits for surrounding communities build social license for stricter harvest limits. The system's success, however, hinges on political will to enforce the standards once economic interests push back.

Scenario 4 – Community-Driven Conservation Integrity: When decentralized governance empowers local stewards, the project's community-centric architecture comes into its own. FPIC-based co-management structures, small-grant windows, and train-the-trainer programmes embed ecotourism skills, monitoring know-how, and business ownership directly in villages. Because revenue-sharing formulas and safeguard frameworks guarantee equitable benefits and grievance redress, communities have both the incentive and the capacity to defend their natural capital. A peer-to-peer knowledge platform amplifies success stories allowing resilient parks while diversified livelihood streams (crafts, homestays, restoration services) create a robust local economy that buffers climate shocks. In short, the project is architected to flourish when communities lead the way.

Because the GBFF project invests simultaneously in planning and standards, local capacity, community ownership, diversified finance and real-time learning, it is not locked to a single future. It flourishes under Scenario 1, buffers Scenarios 2 and 3 by capping risks and preserving revenue streams and biodiversity hotspots, and fully empowers Scenario 4's community-led trajectory. That strategic versatility at different scenarios ensures the project model flexibility in different future conditions.

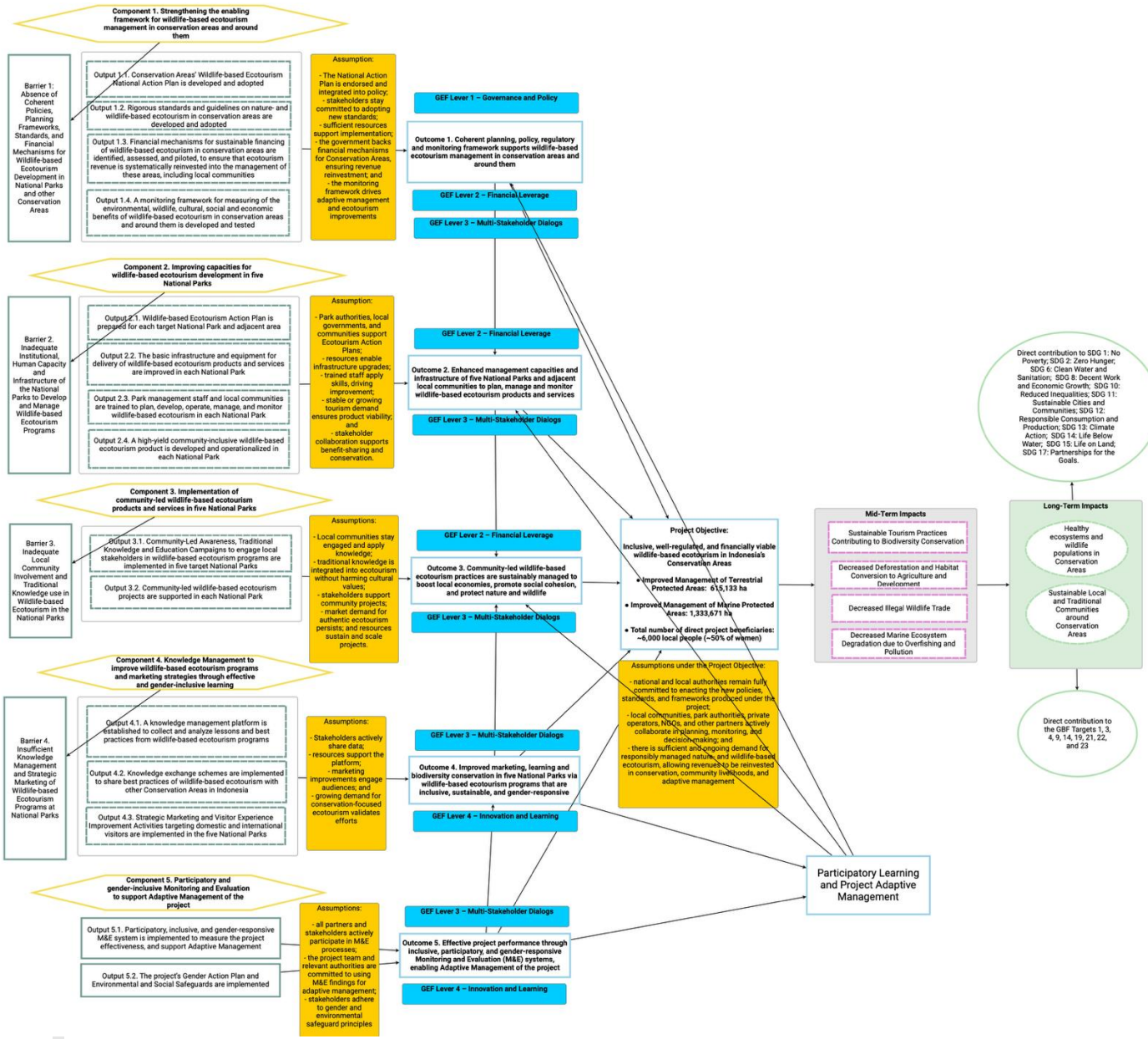


Figure 3. Project Theory of Change

Alignment of the Project Strategy with GBFF Action Area, International and Regional Agreements

The alignment of the project strategy with relevant GBFF Action Areas is explained in the table below:

Table 2. Alignment of the project with the GBFF Action Areas

GBFF 8 Action Area	How the project contributes to the Action Area
Action Area One: Biodiversity Conservation, Restoration, Land/Sea-use and Spatial Planning (Targets 1, 2, and 3)	The GBFF project makes a significant contribution to **Action Area One** by integrating ecotourism as a tool for enhancing conservation and ecosystem ecological stability in five National Parks. Through **Component 1**, the project strengthens the enabling framework for wildlife-based ecotourism by developing a **National Action Plan**, establishing **rigorous conservation-oriented standards and guidelines**, and piloting **sustainable financial mechanisms** to reinvest ecotourism revenue into biodiversity protection. Under **Component 2**, it enhances the management and infrastructure of National Parks by improving visitor facilities, upgrading equipment, and implementing **ecotourism action plans** that align tourism development with conservation priorities. Additionally, the project ensures **effective land-use planning and spatial management** by integrating carrying capacity assessments, zoning regulations, and best practices in biodiversity-friendly tourism.
Action Area Two: Support to IPLC Stewardship and Governance of Lands, Territories, and Waters (Targets 1, 2, 3, and 22)	The project strongly supports **Action Area Two** by fostering **inclusive, community-led ecotourism** that enhances both biodiversity conservation and local livelihoods. Through **Component 3**, the project actively engages **Indigenous Peoples and Local Communities (IPLCs)** in the design, management, and implementation of **sustainable ecotourism products and services through a participatory process guided by FPIC principles**, ensuring that they play a central role in conservation efforts while benefiting economically and safeguarding their cultural and economic rights. **Community-led Awareness, Traditional Knowledge, and Education Campaigns (Output 3.1)** integrate IPLCs' ecological knowledge into ecotourism experiences, reinforcing the cultural and environmental value of protected areas. Furthermore, the project **supports IPLC-run ecotourism enterprises (Output 3.2)**, such as guided wildlife tours, eco-lodges, and handicraft markets, providing sustainable income opportunities and incentives for conservation over destructive activities like illegal logging and poaching. Under **Component 5**, the project ensures that IPLC participation is embedded in **gender-inclusive Monitoring & Evaluation systems**, reinforcing **equitable benefit-sharing and governance**.
Action Area Three: Policy Alignment and Development (Targets 14, 15, and 18)	The project makes a contribution to **Action Area Three** by **establishing a coherent policy, regulatory, and financing framework** that integrates biodiversity conservation into the country's ecotourism sector. Through **Component 1**, the project develops a **National Action Plan for Wildlife-based Ecotourism (Output 1.1)**, ensuring that conservation objectives are embedded in national and regional tourism strategies. It also establishes **rigorous ecotourism standards and guidelines (Output 1.2)** that minimize environmental impacts, regulate visitor behavior, and safeguard wildlife, ensuring that tourism activities are aligned with biodiversity protection which can be applied across the PA network and other areas of conservation value. Additionally, the project strengthens the **financial and governance mechanisms (Output 1.3)** needed to sustain conservation efforts, piloting **innovative revenue-sharing schemes and trust funds** to ensure that ecotourism revenues are reinvested in conservation and community development. By aligning **policy, planning, and financial sustainability**, the project addresses gaps in regulatory frameworks and eliminates **perverse incentives** that may encourage unsustainable tourism or harmful subsidies (Target 18).
Action Area Four: Resource Mobilization (Targets 18 and 19)	The project directly contributes to **Action Area Four** by establishing **sustainable financing mechanisms** that ensure long-term investment in biodiversity conservation through ecotourism. Under **Component 1**, the project pilots **innovative financial models (Output 1.3)**, such as **revenue-sharing schemes, ecotourism trust funds, and payment-for-ecosystem-services models**, to generate steady funding for National Parks and local communities. These mechanisms help reinvest tourism revenues into **protected area management, habitat restoration, and community-led conservation initiatives**, reducing dependency on external funding sources. Through **Component 3**, the project ensures that **community-run ecotourism enterprises (Output 3.2)** have access to seed funding and technical support, enabling **local businesses to thrive while protecting biodiversity**. Additionally, **Component 4** enhances resource mobilization by developing **marketing strategies (Output 4.3)** that attract international and domestic ecotourism investors, further boosting financial sustainability.

Action Area Five: Sustainable Use of Biodiversity (Targets 5 and 9)	The GBFF project contributes significantly to **Action Area Five** by promoting **low-impact, conservation-friendly ecotourism** as a viable alternative to environmentally destructive activities such as logging, poaching, and land conversion. Through **Component 2**, the project ensures that **wildlife-based ecotourism products (Output 2.4)** are designed to showcase Indonesia's rich biodiversity while maintaining **sustainable visitor capacities and responsible wildlife interactions**. This approach directly supports **Target 5** by ensuring that tourism activities are **non-exploitative, legally regulated, and designed to minimize disturbances to wildlife and habitats**. Additionally, **Component 3** fosters **community-led ecotourism enterprises (Output 3.2)** that integrate **traditional ecological knowledge and sustainable harvesting practices**, ensuring that local communities benefit from biodiversity without depleting it.

Table 3. Project Contribution to the International and Regional Environmental Agreements and Plans

International/Regional Environmental Agreement or Plan	How the project contributes to the agreement
Convention on Biological Diversity (CBD)	The GBFF project contributes to the **CBD** by advancing the **conservation, sustainable use, and equitable benefit-sharing of biodiversity** through **wildlife-based ecotourism**, aligning with the **Kunming-Montreal Global Biodiversity Framework (GBF) targets** and supporting **national biodiversity policies, IPLC engagement, and sustainable financing mechanisms** for protected areas.
United Nations Framework Convention on Climate Change (UNFCCC)	The project contributes to the **UNFCCC** by promoting **nature-based solutions** through **sustainable ecotourism**, which enhances **carbon sequestration in protected areas, reduces land-use change emissions, and strengthens ecosystem ecological stability to climate change** while providing **alternative livelihoods that reduce pressure on forests and other carbon-rich ecosystems**, aligning with **global climate adaptation and mitigation goals**.
ASEAN Tourism Strategic Plan (ATSP) 2016-2025	The project contributes to the **ATSP 2016-2025** by promoting **sustainable and responsible tourism development** through **wildlife-based ecotourism**, aligning with **Strategic Direction 3: Enhancing the competitiveness of ASEAN as a single tourism destination** and **Strategic Direction 4: Ensuring that ASEAN tourism is sustainable and inclusive**. The project supports **community-based tourism (CBT)**, **inclusive stakeholder engagement**, and **biodiversity conservation**, enhancing **ecotourism infrastructure, standards, and capacity building** in Indonesia's National Parks, which strengthens ASEAN's position as a **world-class ecotourism destination** while ensuring **socio-economic benefits for local communities and environmental sustainability**.
Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF)	The GBFF project contributes to the **CTI-CFF** by promoting **sustainable marine and coastal ecotourism** in **Wakatobi National Park**, a globally significant marine biodiversity hotspot within the Coral Triangle. The project aligns with **CTI-CFF Goal 3: Marine Protected Areas (MPAs) Established and Effectively Managed** by strengthening **ecotourism governance, financing mechanisms, and community engagement** to support the conservation of coral reefs, seagrass beds, and marine biodiversity. Additionally, the project enhances **ecological stability (Goal 4)** by ensuring **low-impact tourism practices** that reduce stress on coral ecosystems, support **sustainable livelihoods** for coastal communities, and contribute to **ecosystem-based adaptation (EbA) and blue carbon conservation**, reinforcing the **long-term sustainability of marine resources** in the Coral Triangle region.

RESULTS AND PARTNERSHIPS

Expected Global Environmental Benefits of the project

The project is designed to deliver the following Global Environmental Benefits (GEBs), demonstrating high incremental value of this initiative:

- **Improved Management of Terrestrial Conservation Areas:** the management of 611,650 ha of the terrestrial part of the Tanjung Puting National Park, Way Kambas National Park, Baluran National Park, and Alas Purwo National Park will be improved via effective integration of wildlife-based ecotourism programs and increased revenue for other biodiversity conservation activities, including law enforcement (GEF Core Indicator/GEF CI 1.2);
- **Improved Management of Marine Conservation Areas:** the management of 1,320,987 ha of Wakatobi National Park will be enhanced via effective implementation of wildlife-based ecotourism programs and increased revenue for other biodiversity conservation activities, including law enforcement (GEF CI 2.2). Specifically the project will directly address the following gaps identified by METT 2025 in five target NPs: (a) little opportunity for communities, NGOs, tour operators, etc. to shape the management plan and participate in NP management; (b) monitoring & research findings not feeding back into NP management decisions; (c) weak communication, limited benefit-sharing programmes, and only lukewarm community support; (d) catchment-level habitat protection, connectivity corridors, and ecosystem-service considerations largely absent in NP management; (e) entry fees/fines are either not collected locally or are not channeled back into PA management; (f) indigenous/traditional users have little or no say in NP decisions; (g) staffing and skills levels insufficient for basic management duties; and (h) limited cooperation with surrounding land/water users to minimize external threats for NPs.
- **Total number of direct project beneficiaries:** ~6,000 local people (~40% of women) will directly benefit from the project activities (GEF CI 11). The project will directly benefit local people living in and near the National Parks by providing new livelihood opportunities through wildlife-based ecotourism-related employment, such as guiding, hospitality, and handicraft sales. Capacity-building initiatives, including training in tourism management, IT, and environmental education, will equip local communities with the skills needed to manage and operate wildlife-based ecotourism services sustainably. Communities will actively participate in planning and decision-making processes, ensuring their needs and perspectives are integrated into ecotourism strategies at the target National Parks. Ecotourism infrastructure improvements, such as trails and visitor facilities, will enhance both ecotourism operations and local living conditions. Additionally, increased wildlife-based ecotourism revenue will be shared with communities, supporting local development initiatives around the National Parks. Furthermore, the project will directly benefit representatives of the Ministry of Forestry (MoFor), National Park staff, NGOs, local governments around target National Parks, academic and research organizations, as well as private sector entities, through improved coordination, enhanced capacity, strengthened institutional partnerships, and opportunities for collaboration in ecotourism and biodiversity conservation activities.

Project Outcomes

The GEBs will be delivered through achievement of five project Outcomes:

- **Outcome 1.** Coherent planning, policy, regulatory and monitoring framework supports wildlife-based ecotourism management in and around conservation areas, as indicated by the National Action Plan for Wildlife-based Ecotourism in Conservation Areas approved by MoFor and implemented; at least 3 wildlife-based ecotourism standards approved by MoFor and implemented by conservation areas; a wildlife ecotourism impact monitoring framework approved by MoFor and implemented; and at least one financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas introduced to target NPs;
- **Outcome 2.** Enhanced management capacities and infrastructure of five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services, as indicated by five National Parks with officially adopted and implemented Wildlife-Based Ecotourism Action Plans; increased by at least 10% annual ecotourism revenue (non-tax revenue) in the five National Parks from 2024 baseline; and at least 600 (40% are women) park management staff and community members who

successfully completed trainings/capacity building program in wildlife-based ecotourism planning, management, and service delivery;

- **Outcome 3**. Community-led wildlife-based ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife, as indicated by at least 25 community-led initiatives in wildlife-based ecotourism near target NPs started and implemented in the project framework; at least 500 local people (40% are women) directly involved in wildlife-based ecotourism programs in the target NPs and around them and earning income;
- **Outcome 4.** Improved marketing, learning and biodiversity conservation from the five National Parks' wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive, as indicated by at least 1,000, 40% are women) users registered on and utilizing the Knowledge Management Platform for Wildlife-based Ecotourism; at least six best practices on wildlife-based ecotourism produced by the project and disseminated for replication to other Conservation Areas; and 10% increase in annual number of international visitors in average for the target NPs from 2024 baseline;
- **Outcome 5.** Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project as indicated by Satisfactory or higher project rating by independent annual Quality Assurance Report confirmed by MTR and TE; and at least 60% of local community stakeholders (disaggregated by gender) aware of the project Grievance Redress Mechanism (GRM) and its procedures.

Project Outputs

The Outcomes will be achieved by the project through delivery of Outputs (direct project products and services) that are described below.

Component 1. Strengthening the enabling framework for wildlife-based ecotourism management in and around conservation areas

Outcome 1. Coherent planning, policy, regulatory and monitoring framework supports wildlife-based ecotourism management in and around conservation areas

Output 1.1. National Action Plan for Wildlife-based Ecotourism in Conservation Areas is developed and adopted

This Output will establish a comprehensive and strategic National Action Plan (NAP) that provides a unified framework for the development, promotion, and management of wildlife-based ecotourism across Indonesia's Conservation Areas, ensuring alignment with national biodiversity conservation goals and GBF Targets, sustainable development, and equitable benefit-sharing with local communities. NAP will occupy a critical and strategic position within Indonesia's current policy landscape for ecotourism and National Parks. It would serve as a unifying and actionable framework that bridges existing policies, plans, and initiatives, while addressing gaps and aligning efforts toward sustainable ecotourism development. NAP will strongly align with the Golden Indonesia 2045, RPJMN 2025–2029, Ministry of Forestry's forthcoming Strategic Plan 2025- 2029 (Renstra), Asta Cita (8 Development Goals), , IBSAP 2025–2045, RIPPARNAS 2010–2025, and RIPPARDA. NAP will provide the strategic framework that future longterm management plans for Conservation Areas (RPJPs) must follow while developing wildlife-based ecotourism. The MoFor's co-financing (budget supplies the staff time, logistics, data and initial operating funds) along with GBFF funding will enable the drafting, stakeholder consultation, approval and swift pilot implementation of the National Action Plan for wildlife-based ecotourism across Indonesia's Conservation Areas. The key activities for the NAP development will include:

1.1.1. **Stakeholder Consultations and Needs Assessment:** Conduct a series of consultations with key stakeholders, including the Ministry of Forestry, Ministry of Tourism, local governments, Conservation Area authorities, Local and Traditional Communities, NGOs, and private sector representatives. Perform a needs assessment to identify gaps, challenges, and opportunities in the current ecotourism framework across Conservation Areas;

1.1.2. **Development of the NAP:** Conduct sSESA for the NAP and formulate a draft NAP that outlines strategic objectives, key actions, and timelines for the development of wildlife-based ecotourism in Conservation Areas. Incorporate best practices and lessons learned from successful ecotourism models both within Indonesia and internationally. Ensure the NAP aligns with national biodiversity conservation goals,

sustainable development targets, and international commitments such as the Convention on Biological Diversity (CBD) and the Sustainable Development Goals (SDGs). Develop a costed implementation matrix for NAP to price each strategic measure at national scale.

1.1.3. **Adoption and Dissemination of NAP:** Present the draft NAP to relevant government bodies, including the Ministry of Forestry, Ministry of Tourism, and Ministry of National Development Planning (Bappenas) for review and approval. Organize workshops to disseminate the NAP to key stakeholders, including Conservation Area authorities, local governments, and community representatives.

Output 1.2. Rigorous standards and guidelines on wildlife-based ecotourism in conservation areas are developed and adopted

This Output will establish and institutionalize rigorous, conservation-oriented standards and guidelines—following the principles of the Wildlife-Based Economy concept practiced by MoFor—to ensure that wildlife-based ecotourism in conservation areas delivers positive environmental, social, and economic outcomes while safeguarding biodiversity and cultural heritage. The new standards and guidelines for wildlife-based ecotourism in Indonesia's Conservation Areas will complement and address the gaps in existing national and regional frameworks, ensuring a more comprehensive, conservation-oriented, and inclusive approach to ecotourism management. The following standards and guidelines will be produced by the project (the list can be revised at the project inception phase):

Standards:

- **Visitor Management**: establishing carrying capacity limits (e.g., maximum number of visitors per day) and defining zones for sensitive habitats (e.g., no-access or limited-access zones);
- **Wildlife Interaction**: prohibitions on harmful practices, and animal welfare standard (e.g., feeding, disturbing or physical contact with wildlife); mandatory minimum distances for wildlife observation; minimum competency standards for wildlife-based ecotourism guides; Standard Operating Procedures and Code of Conduct for wildlife-based ecotourism;
- **Environmental Sustainability**: requirements for waste management (e.g., no single-use plastics); adoption of water and energy-efficient technologies in facilities; standards for the design of eco-friendly infrastructure (e.g., use of sustainable materials);
- **Safety and Accessibility**: compliance with national and international standards for visitor safety (e.g., emergency protocols, trained guides); requirements for inclusive access (e.g., ramps, signage in multiple languages).

Guidelines:

- Recommendations for visitor flow and service management in Conservation Areas (e.g., scheduling tours to avoid peak times);
- Guidelines for monitoring and adapting carrying capacity over time;
- Guidelines for guides to promote ethical wildlife-based ecotourism and animal welfare practices in Conservation Areas;
- Guidelines for involvement of local communities in wildlife-based ecotourism in Conservation Areas;
- Guidelines for integrating traditional knowledge into tourism experiences (e.g., through storytelling or cultural workshops);
- Recommendations for enhancing safety training for staff and local operators in Conservation Areas;
- Guidelines on multiplier effects, economic value, and economic transaction value of wildlife-based ecotourism.

The MoFor's co-financing, along with GBFF funding, will ensure stakeholder consultation, approval and swift pilot implementation of the standards and guidelines in target national Parks and other conservation areas.

Activities to deliver Output 1.2:

1.2.1. **Review and Assessment of Existing Standards and Guidelines**: Conduct a comprehensive review of current national and regional ecotourism standards and guidelines for conservation areas, including National Parks. Benchmark against global best practices, such as the Global Sustainable Tourism Council (GSTC) criteria, IUCN guidelines, and other relevant frameworks;

1.2.2. Development of Context-Specific Standards and Guidelines: Conduct sSESA and formulate detailed, conservation-oriented standards and guidelines tailored to Indonesia's diverse ecosystems and cultural contexts in Conservation Areas;

1.2.3. Stakeholder Consultations and Guidelines: Organize multi-stakeholder consultations involving local Technical Advisory Groups at each National Park[155], government agencies (Kemenhut (MoFor), Kemenpar, KKP, Kemendagri), Local and Traditional Communities, private sector, and NGOs to validate the standards and guidelines;

1.2.4. Pilot Testing in Five Target National Parks: Implement and test the draft standards and guidelines in the five target National Parks (Tanjung Puting, Way Kambas, Baluran, Alas Purwo, Wakatobi). Collect feedback from park management, local communities, visitors, and other stakeholders to refine the guidelines.

1.2.5. Institutional Adoption and Dissemination: Finalize the standards and guidelines based on pilot testing results and feedback and approve for implementation in Conservation Areas (MoFor). Publish the finalized standards and guidelines in multiple formats (print, digital, interactive platforms) and distribute among Conservation Areas

Output 1.3. Financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas are identified, assessed, and operationalized, to ensure that ecotourism revenue is systematically reinvested into the management of these areas and benefit local communities

This Output aims to develop and test innovative financial mechanisms that ensure sustainable financing of wildlife-based ecotourism in conservation areas, with a focus on systematically reinvesting revenues into conservation management and local community development. Currently, all ecotourism revenue generated by National Parks in Indonesia is channeled to the central government, with no systematic reinvestment back into the parks or local communities. This results in significant funding gaps for conservation efforts, infrastructure upgrades, and community development programs, undermining the potential of ecotourism as a sustainable financing tool. This output aims to address these systemic issues by piloting mechanisms that retain and reinvest revenues at the local level.

Thus, under the Output the project will work in collaboration with UNDP BIOFIN Program in Indonesia to explore the following innovative financial options:

- **Public Service Agency (BLU) Status for National Parks:** A BLU is a semi-autonomous entity under Indonesia's government structure, designed to deliver public services and manage its finances flexibly while remaining accountable to the state. The BLU model operates under the Law No. 1 of 2004 on State Treasury and its implementing regulations, such as Government Regulation No. 23 of 2005. BLUs can retain and use their non-tax revenues, such as fees from ecotourism, to fund operations. BLUs are required to report to the government but have autonomy in operational decisions. Transforming some National Parks into BLUs or establishing BLUs within the parks could empower them to retain and manage their ecotourism revenues;
- **Revenue-Sharing Schemes:** Indonesia's decentralization laws and fiscal transfer mechanisms allow for some flexibility in revenue sharing between central and regional governments. A revenue-sharing model can allocate a percentage of ecotourism income directly back to the originating National Park. For example, under Law No. 32 of 2024 (amended Law No. 5 of 1990) on Conservation of Living Resources and Ecosystems, provisions could be revised to support such a model. Also, a request for the use of Non-Tax State Revenue (PNBP) have to be submitted to the Ministry of Finance to activate this mechanism. Some regions in Indonesia already use revenue-sharing mechanisms for natural resource income;
- **Establishment of National Park Trust Funds:** Presidential Regulation No. 77 of 2018 on Environmental Trust Funds allows for establishing trust funds to support environmental initiatives, including biodiversity conservation (e.g., Environmental Fund Management Agency (BPDLH)). Thus, a dedicated trust fund for National Parks can collect a portion of ecotourism revenue and reinvest it into biodiversity conservation, infrastructure, and ecotourism management;

[155] Local Technical Advisory Groups will be established at each target National Park from representatives of local universities, research centers, NGOs, and private sector to support delivery of the project Outputs at the National Park level.

- **Public-Private Partnerships (PPP) for Ecotourism:** Indonesia's Presidential Regulation No. 38 of 2015 on PPPs for Infrastructure Provision allows for partnerships in infrastructure and service delivery. So, while parks collaborate with private entities for ecotourism services, the contracts can stipulate reinvestment of a portion of profits into park management (e.g., under the Government Regulation (PP) No. 36 of 2010 and Minister of Forestry Regulation (Permenhut) P.8/2019);
- **Revision of Park Management Regulations:** The Ministry of Forestry can issue specific regulations on financial management within National Parks under the Law No. 41 of 1999 on Forestry to enable National Parks to manage independent budgets under provisions for mandatory reinvestment in conservation and community development;
- **Community-Based Ecotourism with Revenue Reinvestment:** Regulations promoting community participation, such as the Government Regulation (PP) No. 36 of 2010 and Minister of Forestry Regulation (Permenhut) P.8/2019, provide legal support for local involvement. So, there is a possible mechanism to encourage local cooperatives to manage ecotourism activities under National Park oversight and share the revenue with an explicit percentage reinvested in park management and community benefits;
- **Ring-Fencing Mechanisms within National Budgets:** Under Indonesia's state finance laws, budget allocations can be earmarked for specific purposes. So, the project can potentially advocate for central government policy changes to ensure ecotourism revenue from parks is earmarked for their management.

The selected and viable financial models will be tested and piloted in five National Parks, with perspective to introduce them in the Conservation area management across Indonesia. The MoFor's co-financing (budget supplies the staff time, logistics, data and initial operating funds), along with GBFF funding, will enable the approval and swift piloting and implementation of sustainable financial mechanisms in target National Parks and other conservation areas.

At each of the five target National Parks the project will deploy a tailored "mechanism bundle" that matches each site's visitor volume, governance readiness, and community context. Following the co-design labs, the parks will first secure the legal vehicle best suited to their circumstances (e.g., BLU status for the high-revenue flagship sites of Tanjung Puting and Wakatobi, a park-specific trust fund window for remote Way Kambas, a revenue-sharing scheme embedded in district fiscal transfers for Baluran, and a community cooperative/PPP hybrid for multi-stakeholder Alas Purwo). Dedicated sub-accounts will be opened, either within the BLU ledger or the BPDLH Environmental Fund, to ensure that every rupiah collected at the gate, from concessions, or through digital ticketing is automatically split in real time according to an agreed formula (conservation O&M, community projects, contingency reserve). Each park's finance team and community partners will receive hands-on training, after which the mechanism goes live for an 18-month pilot: quarterly dashboards will publish revenue and reinvestment data, community score-card meetings will validate benefit flows, and adaptive tweaks (e.g., fee adjustments or allocation percentages) will be made on the fly. The pilots will thus generate hard evidence: auditable cash flows to support biodiversity conservation, improved patrol coverage due to additional finance, and documented community benefits that will used for evaluation of selected mechanism effectiveness. The national upscaling plan will be developed for successful mechanisms (will be implemented through co-financing by MoFor), proving that locally retained ecotourism revenue can sustainably finance both conservation management and equitable livelihood gains across Indonesia's diverse conservation landscapes.

Activities under the Output are the following:

1.3.1. **Assessment of Current Financial Flows:** Conduct in cooperation with BIOFIN Indonesia and BPDLH a detailed analysis of existing wildlife ecotourism financial flows in Conservation Areas, including revenue generation, allocation, and utilization. Identify gaps and inefficiencies in current financial management practices that does not allow to reinvest ecotourism revenue directly in Conservation Area;

1.3.2. **Identification and Feasibility Assessment of Financial Mechanisms:** Identify and assess potential financial mechanisms for Conservation Areas tailored to the Indonesian context. Conduct feasibility studies to evaluate the environmental, economic, and social impacts of proposed mechanisms (in collaboration with BIOFIN and BPDLH);

1.3.3. **Design and Piloting of Financial Mechanisms in Target National Parks:** Collaborate with stakeholders to design pilot programs for selected financial mechanisms in the five target National Parks (Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi). Implement pilot financial mechanism projects aligned

with the situation for individual parks. Evaluate effectiveness of each mechanism based on the generated revenue, direct investments in conservation, and community benefits;

1.3.4. Introduction of Successful Models in the Park management and Scaling Up Successful Mechanisms: Officially introduce select financial mechanism models in the target National Parks via relevant MoFor decisions and a seria of workshops. Develop recommendations and national plan for scaling up successful financial mechanisms across other conservation areas in Indonesia (in collaboration with BIOFIN and BPDLH).

Output 1.4. A monitoring framework for measuring of the environmental, wildlife, cultural, social and economic impacts of wildlife-based ecotourism in conservation areas and around them is developed and tested

Under this Output the project will design, implement, and test a comprehensive and participatory monitoring framework for wildlife-based ecotourism in conservation areas aligned with existing monitoring systems in Indonesia's National Parks. This framework will track and evaluate the environmental, wildlife, cultural, social, and economic impacts of wildlife-based ecotourism, ensuring adaptive management and evidence-based decision-making. Currently Indonesia's National Parks have existing monitoring frameworks for conservation purposes, such as wildlife population surveys, habitat condition assessments, and other studies. However, these frameworks are often fragmented, lack integration with ecotourism outcomes, and do not systematically evaluate the broader benefits and challenges of ecotourism activities. This output aims to address these gaps by building on and enhancing existing frameworks, creating a holistic monitoring system tailored to the needs of wildlife-based ecotourism and supporting adaptive management of ecotourism programs in Conservation Areas.

Thus, the project will develop a comprehensive monitoring framework for measuring benefits and impact of wildlife-based ecotourism programs in conservation areas, incorporating key indicators across five dimensions:

- **Environmental:** Ecosystem health, habitat quality, waste management, and carbon footprints;
- **Wildlife:** Changes in species populations, behavior, and habitat use due to ecotourism;
- **Cultural:** Preservation of cultural heritage, use of traditional knowledge, and visitor perceptions and level of satisfaction of wildlife and cultural experiences;
- **Social:** IPLC involvement, gender inclusion, and local attitudes toward ecotourism;
- **Economic:** Revenue generation, benefit-sharing, and local employment.

The framework will be tested in five target national Parks and approved by the Ministry of Forestry for implementation in all Conservation Areas of Indonesia. The MoFor co-financing will support introduction of the ecotourism impact monitoring framework to other Conservation Areas.

Activities under the Output:

1.4.1. Review of Existing Monitoring Frameworks: Conduct an assessment of current monitoring frameworks implemented in Indonesia's National Parks, including systems for wildlife monitoring (e.g., SMART Patrol), ecosystem health evaluations, and socio-economic impact assessments. Identify gaps and opportunities to integrate ecotourism-related metrics into existing systems.

1.4.2. Development of an Integrated Monitoring Framework; Design a holistic framework incorporating key indicators across five dimensions (Environmental, Wildlife, Cultural, Social, Economic), including baselines and targets. Ensure the framework is aligned with national policies, such as the National Medium-Term Development Plan (RPJMN), and international commitments like the Sustainable Development Goals (SDGs) and GBF.

1.4.3. Testing the Framework in Five Target National Parks: Pilot the framework in Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi National Parks. Train park staff and IPLC stakeholders to collect and analyze data using the framework, ensuring consistency and accuracy. Integrate data from ongoing monitoring activities, such as SMART Patrol wildlife data, to avoid duplication.

1.4.4. Digital Tools and Data Management Systems: Develop or adapt digital tools (e.g., mobile apps, dashboards) to streamline data collection, management, and reporting. Ensure compatibility with existing digital systems used in Indonesia's National Parks.

1.4.5. Official Approval of the Monitoring Framework by the Ministry of Forestry and Dissemination for Use in Conservation Areas: Submit the finalized monitoring framework to the Ministry of Forestry (Kemenhut) for

review and approval. Collaborate with the Ministry to formally adopt the framework as a standard tool for use across National Parks and other Conservation Areas. Disseminate the approved framework widely through workshops, online platforms, and printed materials to ensure accessibility and adoption by park managers and stakeholders nationwide.

Component 2. Improving capacities for wildlife-based ecotourism development in five National Parks

Outcome 2. Enhanced management capacities and infrastructure in five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services

Output 2.1. Wildlife-based Ecotourism Action Plan is prepared for each target National Park and adjacent area

This Output will develop comprehensive, context-specific 5-year Wildlife-Based Ecotourism Action Plans for each of the target National Parks—Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi—and their adjacent areas. These plans will serve as strategic roadmaps to improve ecotourism management, enhance visitor experiences, support conservation goals, and ensure equitable benefit-sharing with local communities. The five target National Parks face unique challenges and opportunities in developing wildlife-based ecotourism as described above in section. Key issues include limited infrastructure, outdated planning documents, weak community involvement, high dependency on specific wildlife attractions, and insufficient capacity among park staff and IPLCs. Action Plans will address these specific needs and establish a clear, tailored framework for implementing high-quality, low-impact ecotourism programs that support biodiversity conservation and socio-economic development. The Action Plans will be coordinated with the Provincial Tourism Offices in Central Kalimantan, Lampung, East Java, and Southeast Sulawesi to make sure that the latest information on road upgrades, public transport links and visitor amenities is built straight into each plan's access and infrastructure chapter (Output 2.2). The MoFor's co-financing to this Output will be instrumental to introduce Wildlife-Based Ecotourism Action Planning to other Conservation Area.

Each Action Plan will include:

- **Vision and Objectives** aligned with conservation and IPLC development goals;
- **Targeted Ecotourism Products** that showcase the park's unique biodiversity and cultural heritage, such as guided wildlife tours, eco-lodges, and cultural workshops;
- **Infrastructure Development Plans** for facilities such as visitor centers, trails, wildlife observation platforms, and eco-friendly accommodations;
- **Visitor Management Plans,** including carrying capacity limits, zoning plans, and waste management protocols;
- **Community Engagement Frameworks** to enhance participation, benefit-sharing, and integration of IPLC traditional knowledge;
- **Marketing and Promotion Plans** to attract domestic and international eco-tourists while ensuring low-impact tourism;
- **Financial Sustainability Models** for reinvesting ecotourism revenue into park management and IPLCs (as soon as the mechanisms are available through Output 1.3);
- **Monitoring and Evaluation Frameworks** to trace implementation of the Action Plans and allow adaptive management.

Key Activities for the Output:

2.1.1. Baseline Assessments and Stakeholder Consultations: Conduct baseline assessments of current ecotourism practices, infrastructure, biodiversity assets, develop site-specific Community Engagement Plans and ensure community involvement in each park. Organize stakeholder consultations, including park authorities, local governments, IPLCs, tourism operators, and conservation organizations, to identify key issues, opportunities, and priorities for ecotourism development. Conduct thorough FPIC processes with local communities to identify opportunities and risks that should be mitigated within the plans.

2.1.2. Development of 5-Year, Context-Specific Action Plans: Prepare detailed, 5-year Ecotourism Action Plans for each National Park, tailored to their unique ecological, cultural, and socio-economic contexts. Develop a detailed, five year budget and financing schedule for the Plan implementation. Organize stakeholder consultations, including park authorities, IPLCs, local Technical Advisory Groups at target National Parks,

tourism operators, and conservation organizations, to discuss and adjust the plans to meet stakeholder needs.

2.1.3. **Validation, Approval, and Dissemination:** Present final 5-year Action Plans to stakeholders for validation. Submit finalized plans to the Ministry of Forestry and other relevant authorities for official approval (approved Wildlife-based Ecotourism Action Plans will be annexed to the Long-Term Management Plan for National Parks (PRJPs) and will be mandatory for implementation). Disseminate the approved plans to relevant stakeholders and ensure alignment with IPLC and regional development initiatives. Initial implementation of the Action Plans in each Park will be supported under the project Components 1-4.

Output 2.2. The basic infrastructure and equipment for delivery of wildlife-based ecotourism products and services are improved in each National Park

Under this Output the project will improve the foundational infrastructure and provide essential equipment in Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi National Parks. These enhancements aim to support the effective delivery of wildlife-based ecotourism products and services, ensuring a high-quality visitor experience while promoting conservation and benefiting local communities. Each of the five target National Parks presents unique ecological features and faces specific challenges in delivering ecotourism services. Common issues include inadequate visitor facilities, limited accessibility, insufficient interpretative resources, and a lack of essential equipment for both staff and visitors. Addressing these needs is crucial for enhancing visitor satisfaction, ensuring safety, and supporting sustainable tourism practices that align with conservation objectives.

Key Activities for the Output:

2.2.1. **Comprehensive Needs Assessment:** Conduct detailed assessments in each park to identify specific infrastructure and equipment deficiencies hindering ecotourism service delivery. Conduct site-specific biodiversity sensitivity and climate vulnerability screening of suggested infrastructure improvements to minimize ecological impacts, avoid disturbance to critical habitats and species, ensure all upgrades align with park conservation standards and safeguards, and climate-proofing of ecotourism infrastructure. Engage with park authorities, local governments, IPLCs, and visitors to gather insights and prioritize needs.

2.2.2. **Infrastructure Development and Upgrades:** Based on the parks needs the project will selectively support environmentally-friendly construction or renovations of visitor centers and information hubs, wildlife observation platforms, river cruise infrastructure, trail systems and signage, restroom and sanitation facilities, shelters and rest areas, facilities for differently-abled visitors, etc. Site-level assessments during implementation will screen for labor practices, working conditions, and grievance access and labor management measures integrated into the ESMF. Additionally, the sites will be screened to ensure waste management systems comply with national regulations and park guidelines, incorporate recycling and composting measures, and prevent any leakage of pollutants into surrounding soil, waterways, and wildlife habitats;

2.2.3. **Provision of Essential Equipment:** based on the need of the parks the following equipment will be procured:

- **Safety Equipment and Communication Tools:** Equip park staff with necessary safety gear (including safety clothing/footwear for staff, guides, and visitors) and communication devices to ensure effective management and emergency response;
- **Wildlife Observation Aids:** Procure binoculars, camera-traps, telescopes and other equipment to facilitate responsible wildlife viewing opportunities;
- **Marine Ecotourism Equipment:** Diving and snorkeling gear for coastal ecotourism activities;
- **Boating Equipment**: Provide life vests, buoys, boat gear, and communication tools for boat-based activities;
- **Renewable Energy Solutions:** Incorporate solar panels and other renewable energy sources to power facilities, reducing the parks' carbon footprint;
- **Waste Management Systems:** Implement comprehensive waste management strategies, including recycling and composting programs, to maintain park cleanliness and environmental integrity;
- **Office Equipment:** computers and printers to support management of wildlife-based ecotourism;

Given the limited project budget, only the **most necessary infrastructure and equipment** will be provided directly to the parks to address critical gaps. However, the project will also introduce sustainable financing mechanisms under Output 1.3 to ensure that parks can independently support ongoing infrastructure and equipment needs in

the long term and reinvest ecotourism revenue in park management and conservation. To ensure sustainability the project will require a "Operations and Maintenance Commitment Agreement" for every piece of visitor infrastructure financed by the project, cosigned by the relevant National Park authority and the local government (Public Works or Tourism Office) before procurement is approved. Additionally, The MoFor's co-financing (resources for ongoing infrastructure and equipment maintenance) will contribute to long-term sustainability of the Output.

Output 2.3. Park management staff and local communities are trained to plan, develop, operate, manage, and monitor wildlife-based ecotourism in each National Park

Under this Output the project will build the capacity of park management staff and IPLCs in Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi National Parks to effectively plan, develop, operate, manage (in line with the National Action Plan (Output 1.1) and ecotourism standards and guidelines developed under Output 1.2), and monitor wildlife-based ecotourism (based on the impact monitoring framework, Output 1.4). This output will address critical skill gaps, empower IPLC, and enhance the parks' ability to deliver high-quality, sustainable wildlife ecotourism experiences. The five target National Parks face specific capacity gaps in managing ecotourism, such as insufficient training in sustainable tourism management, weak community involvement, limited digital and marketing skills, and inadequate monitoring of environmental and social impacts. Addressing these gaps is essential for improving ecotourism operations, conserving biodiversity, and creating equitable economic opportunities for IPLC.
The following indicative set of training programs will be developed in cooperation with and accredited by MoFor Center for Education & Training of Human Resources (Pusdiklat) and provided to the National Parks and local communities based on the need assessments (training programs may be adjusted at the project inception stage):

- **Wildlife-based Ecotourism Planning and Development:** Basics of wildlife ecotourism, including product design, market analysis, and visitor experience enhancement;
- **Ecotourism Operations and Management:** Infrastructure maintenance, waste management, visitor management, and safety protocols;
- **Wildlife and Environmental Monitoring of Ecotourism Programs:** Techniques for monitoring biodiversity, visitor impact, and ecosystem health;
- **Wildlife Ecotourism Marketing and Promotion:** Digital marketing, use of online platforms, and storytelling to attract eco-conscious visitors;
- **Community Involvement and Benefit Sharing:** Strategies for involving IPLC in decision-making, benefit-sharing mechanisms, and traditional knowledge integration;
- **Customer Service and Interpretation Skills:** Effective communication, guiding techniques, and visitor engagement;
- **Crisis and Conflict Management:** Managing human-wildlife conflict in the ecotourism areas and responding to emergencies.

Under this Output, the project will train at least 700 people, including park staff and IPLC members, to build their capacity in ecotourism planning and management. Approximately 40% of the participants will be women, ensuring gender equity and promoting inclusive participation in ecotourism development. All developed training programs and modules will be also integrated in the capacity building curriculum of the Center for Education and Training of Human Resources at MoFor to provide wildlife-based ecotourism trainings to other Conservation Areas in Indonesia on a regular basis with support from MoFor co-financing.

Key Activities for the Output:

2.3.1. **Comprehensive Capacity Needs Assessment:** Conduct detailed assessments of current skills and capacity gaps among park management staff and IPLCs in each park. Identify priority training topics based on park-specific needs, such as visitor management, biodiversity monitoring, and community-based tourism;

2.3.2. **Design and Development of Training Programs** Develop tailored training modules covering the required key areas. Facilitate approval of the training programs by the Ministry of Forestry;

2.3.3. **Delivery of Training Sessions:** Organize hands-on workshops, on-site practical training, and peer learning sessions in each park, including for IPLC. Ensure at least 50% of participants in training programs are women, fostering gender inclusivity. Provide certification to participants upon successful completion of training

modules to build professional credibility. Use blended learning approaches, including in-person sessions and online resources, to maximize accessibility;

2.3.4. **Targeted Capacity Building for Specific Park Needs:** Delivery of focused training programs in the target parks, e.g., diversifying ecotourism products and enhancing community involvement in Tanjung Puting; promoting Sumatran Rhino, Sumatran Tiger, Sumatran Elephant and marine ecotourism in Way Kambas; strengthening savanna interpretation, mangrove tours, and digital marketing in Baluran; integrating cultural tourism and addressing habitat threats in Alas Purwo; and specializing in marine ecotourism, coral reef restoration, and safety protocols in Wakatobi.

2.3.5. **Train-the-Trainer Programs:** Identify key staff and IPLC members in each park (at least 5 people) to participate in advanced training as trainers. Equip them with the skills to deliver ongoing training and capacity building within their respective parks as well as other Conservation Areas in Indonesia.

Output 2.4. A high-yield community-inclusive wildlife-based ecotourism product is developed and operationalized in each National Park

Under this Output, the project will develop and operationalize unique, high-yield and low-impact, IPLC-inclusive wildlife-based ecotourism products for each of the five target National Parks, ensuring these offerings highlight their unique ecological and cultural attributes while promoting conservation and equitable benefit-sharing with IPLCs. This Output will be delivered in strong synergy with Outputs 2.1-2.3 (planning, capacity building, and infrastructure). The target National Parks require such ecotourism products for the following reasons:

- **Enhancing Global Competitiveness**: Each park needs distinct, trademark ecotourism products to compete effectively in the international ecotourism market. With increasing demand for unique, immersive, and sustainable travel experiences, the parks must leverage their ecological and cultural uniqueness to attract eco-conscious international and domestic visitors;
- **Addressing Over-Reliance on Traditional Tourism Models**: Many parks currently depend on limited, traditional tourism offerings, such as general wildlife observation or visits to specific iconic species. This dependence restricts their market appeal, limits visitor experiences, and places stress on individual species or habitats. Diversified and innovative ecotourism products can distribute visitor pressure more evenly across park attractions;
- **Promoting Conservation through Ecotourism:** Unique ecotourism products create opportunities for visitors to actively participate in conservation activities, such as coral restoration, turtle hatchling releases, or wetland monitoring. These experiences not only enhance visitor satisfaction but also foster environmental awareness and generate funding for biodiversity conservation;
- **Supporting IPLC and Equitable Benefit-Sharing**: Community-inclusive products ensure IPLC play an active role in ecotourism operations. By involving communities in guiding, hospitality, and cultural interpretation, these products provide alternative livelihoods, reduce reliance on unsustainable resource use, and promote equitable economic benefits;
- **Strengthening Economic Sustainability of Parks**: High-yield, low-impact products generate significant revenue from a smaller number of visitors, reducing environmental degradation while increasing economic returns. This approach aligns with sustainable tourism principles and ensures parks can invest in infrastructure, equipment, and conservation activities;
- **Enhancing Visitor Experience**: Unique products tailored to each park's ecological and cultural attributes provide memorable and meaningful experiences for visitors. For example, orangutan-viewing river safaris in Tanjung Puting, rhino and elephant tours in Way Kambas, and coral reef restoration in Wakatobi offer distinct experiences that align with visitor expectations for responsible and impactful tourism;
- **Addressing Specific Challenges in Each Park**: The products help target park-specific issues, such as Sumatran Rhino conservation in Way Kambas, diversifying tourism offerings to reduce dependency on orangutan feeding activities in Tanjung Putting, increase number of visitors in Way Kambas and Wakatobi, etc.

Thus, under this Output the following unique, high-yield and low-impact wildlife ecotourism products will be developed in the target parks in strong cooperation with IPLC (might be updated at the project inception phase):

- **Tanjung Puting National Park: Orangutan River Safari:** Offer guided multi-day river safaris aboard traditional *klotok* boats, providing visitors with opportunities to observe orangutans in their natural habitat, along with other wildlife such as proboscis monkeys and hornbills. **Unique Selling Point**: Tanjung Puting is renowned for its orangutan population, making it a prime destination for travelers seeking close encounters with these great apes;
- **Way Kambas National Park: Sumatran Rhino, Tiger, and Elephant Conservation Experience:** Develop ecotours that focus on the conservation efforts for the critically endangered Sumatran rhinoceros, Sumatran tigers and the Sumatran elephant. Activities can include guided treks to observe these animals, camera-trapping, visits to conservation centers, and educational sessions on ongoing preservation initiatives. **Unique Selling Point**: Way Kambas is home to the Sumatran Rhino Sanctuary and one of the last Sumatran Tiger populations, and is known for its elephant conservation programs, offering rare opportunities to see these endangered species;
- **Baluran National Park: Savanna Wildlife Safari:** Create safari tours that traverse the park's savanna landscapes, allowing visitors to observe species such as banteng (wild cattle), deer, and various bird species. **Unique Selling Point**: Dubbed the "Little Africa of Java," Baluran's savanna ecosystem provides a unique backdrop for wildlife observation, distinct from other Indonesian parks;
- **Alas Purwo National Park: Turtle Conservation and Cultural Heritage Tour:** Combine participatory sea turtle conservation activities, such as nighttime beach patrols and hatchling releases, with visits to ancient temples and cultural sites within the park. **Unique Selling Point**: Alas Purwo offers a blend of rich cultural history and active sea turtle nesting sites, providing a holistic ecotourism experience;
- **Wakatobi National Park: Coral Reef Diving and Marine Conservation Program:** Offer diving and snorkeling excursions in the park's renowned coral reefs, coupled with opportunities to participate in coral restoration projects and learn about marine conservation efforts. **Unique Selling Point**: Wakatobi is celebrated for its exceptional marine biodiversity, making it a premier destination for underwater enthusiasts.

The MoFor's co-financing (resources for ongoing product upkeep and replication) will enable sustained operation of high-yield, IPLC-inclusive wildlife-based ecotourism products in each National Park and integration of similar ecotourism products into other Conservation Areas nationwide.

Private-sector partners—including domestic and international tour operators, eco-lodge investors, digital travel platforms, impact-oriented financiers, and corporate CSR programmes—will have a catalytic role in designing and operationalizing each high-yield, community-inclusive wildlife-based ecotourism product. Structured through transparent public-private partnership (PPP) agreements signed by the Park Authority and the community co-operative, companies will: (i) provide market intelligence, branding and bundled-itinerary marketing to connect the products with high-value international and domestic wildlife-tourism segments; (ii) integrate local suppliers—guided services, homestays, handicrafts and sustainably sourced food—into responsible supply chains that comply with the new national ecotourism standards (Output 1.2); and (iv) channel an agreed percentage of gross turnover into the park's operations and infrastructure and community projects.

Key Activities for the Output:

2.4.1. **Wildlife Ecotourism Product Design and Development:** Collaborate with park authorities, IPLC representatives, local Technical Advisory Groups, and ecotourism experts to design each unique wildlife ecotourism product. Conduct biodiversity sensitivity screening of suggested ecotourism products to minimize ecological impacts, avoid disturbance to critical habitats and species, and ensure all upgrades align with park conservation standards and safeguards. Ensure ecotourism products are eco-friendly, culturally sensitive, and aligned with biodiversity conservation objectives.

2.4.2. **Specific Capacity Building for Implementation:** Train park staff and IPLC members to deliver high-quality ecotourism services, including guiding, hospitality, and interpretation skills for each ecotourism product.

2.4.3. **Marketing and Promotion:** Create branding and promotional materials for each ecotourism product, emphasizing exclusivity and sustainability (in alignment with Output 4.3). Partner with tour operators, travel platforms, and local tourism boards to attract eco-conscious visitors.

Component 3. Implementation of community-led wildlife-based ecotourism products and services in five National Parks

Outcome 3. Community-led wildlife-based ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife

Output 3.1. Community-Led Awareness, Traditional Knowledge and Education Campaigns to engage local stakeholders in wildlife-based ecotourism programs are implemented in five target National Parks

This Output aims to enhance IPLC involvement in wildlife-based ecotourism programs by implementing awareness, education, and traditional environmental knowledge campaigns tailored to the specific context and needs of Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi National Parks. These campaigns aim to foster community ownership, highlight the economic and conservation benefits of ecotourism, and integrate traditional knowledge into ecotourism experiences. The target National Parks face challenges including limited IPLC involvement and insufficient integration of traditional knowledge and cultural heritage into ecotourism programs. The MoFor's co-financing will ensure the co-creation and long-term continuation of community-led awareness, traditional knowledge and education campaigns across the five target National Parks and dissemination of the practice to other Conservation Areas.

Key Activities for the Output:

3.1.1. **Stakeholder Engagement and Campaign Planning**: Conduct consultations with IPLC leaders, park authorities, local Technical Advisory Groups at each National Park, local government, and local NGOs to co-design the campaigns based on Free, Prior, and Informed Consent (FPIC) principles. Develop and implement SES Community Engagement Plans for 5 National Parks to ensure transparent, inclusive participation of IPLCs, address site-specific social and environmental risks, and foster equitable benefit-sharing in all wildlife-based ecotourism activities. Identify key traditional environmental knowledge, cultural practices, and conservation topics relevant to each park and its wildlife ecotourism programs;
3.1.2. **Development of Tailored Awareness and Traditional Environmental Knowledge Campaign Program**: Design park-specific campaign programs that align with the ecological, cultural, and social characteristics of each park. Include a mix of awareness-raising strategies, traditional knowledge integration, and education tailored to the unique needs and challenges of each National Park;
3.1.3. **Community Awareness Campaigns**: Organize awareness sessions, workshops, and public events in IPLC villages to explain the economic and conservation benefits of wildlife-based ecotourism. Use multimedia tools, including videos, posters, and social media, to reach broader audiences;
3.1.4. **Traditional Environmental Knowledge Integration**: Document and incorporate traditional ecological practices and cultural heritage into wildlife ecotourism programs (e.g., sustainable fishing practices, sacred rituals). Facilitate community-led storytelling, guided tours, and craft-making workshops showcasing traditional knowledge;
3.1.5. **Education Programs for Local Schools and Youth**: Develop educational modules on wildlife ecotourism, conservation, and wildlife for local schools. Involve youth in conservation-focused activities such as tree planting, coral restoration, and wildlife monitoring;
3.1.6. **Capacity-Building Workshops for IPLC**: Train IPLC members in public speaking, storytelling, guiding, and interpretation skills to enhance their role in wildlife ecotourism programs.
3.1.7. **Cultural and Conservation Festivals**: Organize annual events to celebrate biodiversity, cultural heritage, and community contributions to conservation. Showcase local crafts, performances, and traditional foods to attract both local and international visitors.

Output 3.2. Community-led wildlife-based ecotourism projects are supported in each National Park

This Output will empower IPLC to develop and manage their own wildlife-based ecotourism projects, integrating traditional knowledge, fostering conservation efforts, and promoting equitable economic benefits in the target National Parks. This output leverages successful wildlife-based ecotourism models from Indonesia and internationally to ensure projects are sustainable, inclusive, and aligned with conservation goals of the parks. Delivery of this Output will lead to increased participation of local communities in wildlife tourism programs of the National Parks and increased economic benefits for IPLC, with equitable benefit-sharing mechanisms in place. To secure the lasting shifts in norms, decisions and daily practices of local communities the project will apply six behavior change levers for this Output as well as Output 3.1: material incentives, rules & regulations, information,

choice architecture, emotional appeals, social influence. Under this Output the project will provide technical and financial support to the following initiatives of IPLC (the list might be updated at the project inception phase):

- **Community-led Guided Tours and Wildlife Experiences:** like, community-guided forest treks, river safaris on klotok boats, rhino and elephant eco-tours, wetland and birdwatching excursions, savanna wildlife safaris, wildlife photography programs, turtle conservation tours, cultural and historical site tours, coral reef snorkeling/diving tours, marine biodiversity observation;
- **Community-led Conservation and Restoration Activities Involving Visitors:** e.g., peatland restoration tours with community-led tree planting, wetland restoration as part of eco-tours, mangrove restoration tours and planting activities, coral reef restoration experiences with hands-on participation;
- **Cultural and Traditional Knowledge Integration:** like, storytelling of local ecological and cultural knowledge during treks, cultural craft workshops (e.g., eco-printing, wood carving), eco-friendly fishing experiences, homestays with traditional cooking, dance, and weaving workshops;
- **Local Handicrafts, Cuisine, and Markets:** e.g., wildlife-themed handicrafts and souvenirs featuring rhinos and elephants; craft and cuisine markets showcasing local traditions and products; marine craft and seafood markets offering sustainably caught seafood and handmade marine-themed crafts;
- **Eco-Friendly Accommodation options managed by IPLC:** e.g., community homestays, community-managed eco-lodges, community-run campsites, eco-friendly boats and local dive equipment rentals.

The MoFor's co-financing will enable the sustainable operation and extension of community-led, revenue-sharing wildlife-based ecotourism projects in each National Park as well as replication of the best practices in other Conservation Areas.

Delivery of Output 3.2 will be anchored in robust public-private-community partnerships that bring capital, know-how, and market reach to community-led wildlife-based ecotourism enterprises. Impact-driven tour operators, eco-lodge and homestay investors, dive centres, handicraft aggregators, agri-tourism buyers, and sustainability-oriented financiers will sign tripartite agreements with village groups and National Park authorities to co-design, co-finance, and co-market new visitor experiences. These partners will (i) match the project's seed-grants with concessionary loans, in-kind equipment, and pro-bono mentoring; (ii) provide hands-on training in business planning, safety, guide certification, ESG compliance, and eco-labelling; (iii) open business-to-business distribution channels through established online booking engines, social-media affiliates, and the dedicated National Park e-marketplace; (iv) implement transparent revenue-sharing models that dedicate at least 10 % of net profits to community conservation funds; and (v) pilot climate-smart infrastructure—solar-powered campsites, low-impact boat engines, waste-to-resource systems—that showcase best practice and reduce operating costs. Through these mechanisms, the private sector becomes a long-term ally in scaling, professionalising, and de-risking community enterprises, accelerating achievement of Outcome 3 while reinforcing conservation stewardship around the five National Parks.

Key Activities for the Output:

3.2.1. Stakeholder Engagement and Co-Design of the Community-led Wildlife Ecotourism Programs: Collaborate with IPLC leaders, local governments, National Park authorities, local Technical Advisory Groups, and local NGOs using participatory rights-based approach and FPIC principles to identify ecotourism opportunities and co-design projects in each National Park. Conduct biodiversity sensitivity screening of suggested community-led projects to minimize ecological impacts, avoid disturbance to critical habitats and species, and ensure all upgrades align with park conservation standards and safeguards. Additionally, the project sites will be screened to ensure waste management systems comply with national regulations and park guidelines, incorporate recycling and composting measures, and prevent any leakage of pollutants into surrounding soil, waterways, and wildlife habitats. Collect baseline data and conduct needs assessments to determine community priorities, capacities, and interests for ecotourism involvement. Develop specific Community-led Wildlife Ecotourism Programs for each National Park that includes transparent revenue-sharing models;

3.2.2. Capacity Building and Technical Assistance for Community-led projects: Provide tailored training programs for community members on topics such as ecotourism and homestay management, community tourism service permits, storytelling, tourist guiding, marketing and digital tools for promoting ecotourism, skill-building workshops on traditional crafts, sustainable fishing, etc.;

3.2.3. Seed Funding and Support for Community Pilot Projects: Offer seed funding or micro-grants for community-led ecotourism initiatives in each park. Organize community-led monitoring of each project to ensure it delivers expected results;

3.2.4. Market Linkages and Promotion of Community Wildlife Ecotourism Initiatives: Facilitate partnerships with travel agencies, online platforms, and regional tourism networks to promote community-led ecotourism products. Support the creation of promotional materials, such as brochures, websites, and social media campaigns. Advertise community products and services at the National Park web-sites.

Component 4. Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning

Outcome 4. Improved marketing, learning and biodiversity conservation in five National Parks via wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive

Output 4.1. A knowledge management platform is established to collect and analyze lessons and best practices from wildlife-based ecotourism programs

Under this Output the project will create a centralized, user-friendly knowledge management platform hosted on the Ministry of Forestry's website, enabling Conservation Areas to collect, analyze, and disseminate lessons learned, best practices, and innovations from wildlife-based ecotourism programs in Indonesia. This platform will foster continuous learning, collaboration, and replication of successful models across Indonesia's Conservation Areas. The Ministry of Tourism (MoT) will be involved as an advisory body in the platform design, will provide necessary resources; the platform will be integrated with Sustainable Tourism resources of MoT. The MoFor's co-financing will allow continual operation of the knowledge management platform across all Conservation Areas.

Key Activities for the Output:

4.1.1. **Platform Design and Development**: Collaborate with the Ministry of Forestry, Ministry of Tourism and other key stakeholders to define the platform's structure, objectives, and technical specifications. Develop an intuitive and accessible web-based platform that includes modules for knowledge sharing, data analysis, and stakeholder collaboration. Incorporate features for uploading and categorizing documents, multimedia, case studies, and project results;

4.1.2. **Content Development and Initial Data Upload**: In collaboration with the Ministry of Tourism collect existing case studies, reports, lessons learned and best practices from the project activities in the five target National Parks as well as from other Indonesia's Conservation Areas. Curate international examples of successful ecotourism models that align with Indonesia's context. Develop guidelines and templates to ensure consistent documentation of new ecotourism projects;

4.1.3. **User Training and Capacity Building**: Conduct training workshops for Ministry of Forestry staff, park managers, and community representatives to familiarize them with the platform's functionalities. Provide training on uploading and accessing data, analyzing trends, and generating insights to improve ecotourism practices;

4.1.4. **Platform Integration and Accessibility**: Integrate the platform with the existing Ministry of Forestry website for broader visibility and accessibility as well as Sustainable Tourism resources of the Ministry of Tourism. Ensure compatibility with mobile devices to reach a wider audience, including communities in remote areas.

4.1.5. **Data Collection and Analysis Tools**: Incorporate tools for quantitative and qualitative data analysis, including dashboards to track visitor numbers, revenue generation, conservation outcomes, and community participation. Include features for stakeholder feedback collection to refine ecotourism programs.

4.1.6. **Monitoring and Maintenance**: Establish a dedicated team at the Ministry of Forestry to oversee platform maintenance, monitor usage, and update content regularly. Collect feedback from users to improve platform functionalities and ensure it meets stakeholders' needs.

Output 4.2. Knowledge exchange schemes are implemented to share best practices of wildlife-based ecotourism with other Conservation Areas in Indonesia

Under this Output the project will facilitate the exchange of best practices[156], lessons learned, and innovations in wildlife-based ecotourism across Conservation Areas in Indonesia through structured knowledge-sharing activities, fostering collaboration, replication, and capacity building. For that the project will conduct semi-annual lessons learning sessions with the project partners to formulate the project lessons, capture insights and develop best practices on wildlife-based ecotourism, integrating traditional ecological knowledge, biodiversity conservation, community engagement, and sustainable tourism management. The lessons and best practices will be applied to improve the project strategies through adaptive management and will be disseminated across Indonesia's conservation areas (and internationally) to promote effective learning and replication of successful approaches. This effort aims to accelerate sustainable ecotourism development, enhance biodiversity conservation, strengthen community livelihoods, and contribute to the achievement of Indonesia's national biodiversity and sustainable development targets under the Global Biodiversity Framework.

Under this Output the project will develop and implement the **Knowledge Management Strategy** ensure participatory, inclusive, and integrated implementation of activities in alignment with the principles of wildlife-based ecotourism, biodiversity conservation, and community benefit-sharing. The project will adopt the following approach to Knowledge Management and Learning:

- **Stakeholder Engagement**: Engage a diverse range of stakeholders, including local communities, government agencies, park authorities, local Technical Advisory Groups at each target NP, NGOs, and ecotourism experts, to gather, share, and co-create knowledge;
- **Monitoring and Evaluation**: Implement a robust monitoring and evaluation system to track progress, assess impacts, and adapt strategies as needed (aligned with Output 5.1).
- **Documentation and Dissemination**: Document best practices, lessons learned, and success stories from ecotourism activities. Disseminate this information through workshops, publications, the knowledge management platform, and other communication channels;
- **Capacity Building**: Conduct training and workshops to enhance local capacity in ecotourism planning, wildlife conservation, and sustainable tourism management, ensuring inclusive participation, including women and youth (aligned with Outputs 2.3 and 3.2);
- **Collaboration and Networking**: Promote collaboration and networking among stakeholders, such as National Park authorities, local communities, and conservation organizations, to facilitate knowledge exchange, replication of successful approaches, and continuous learning.

The **Knowledge Management Platform** established under Output 4.1 will serve as a central hub for collecting, organizing, and disseminating information and resources related to wildlife-based ecotourism in Indonesia. Hosted on the Ministry of Forestry's website, the platform will provide easy access to National Park staff, local communities, government agencies, researchers, and international partners. By leveraging this platform, the project aims to enhance knowledge sharing, promote replication of successful approaches, and support Indonesia's biodiversity conservation and sustainable development goals.

To ensure sustainability of the project Outputs and Outcomes on the long-term the project will produce an **Exit Strategy** with a Sustainability Plan on the Year 5. The Strategy and Plan will be implemented by the Ministry of Forestry as the key owner of the project. Under this Output the MoFor's co-financing will enable the roll-out and long-term scaling of knowledge-exchange schemes that disseminate wildlife-based ecotourism best practices across all Conservation Areas in Indonesia.

Thus, the key activities for the Output are the following:

4.2.1. **Develop a Knowledge Management Strategy and Knowledge Exchange Mechanisms**: Create a comprehensive strategy for documenting, sharing, and managing knowledge on wildlife-based ecotourism practices (including traditional knowledge of local communities integrated in ecotourism programs), aligned with Output 4.1, and discuss it with key stakeholders, including National Parks, local communities, and NGOs. Design and implement

[156] Under best practice the project understand **any practice that the project's outputs generate and that meets three objective tests can be counted**. A practice must be (i) **innovative and demonstrated in the field**—documented through the monitoring data of the output that produced it; (ii) **validated for effectiveness and sustainability** by the park-level Technical Advisory Groups and endorsed in a brief MoF note; and (iii) **packaged for replication**—uploaded to the Knowledge-Management Platform with a step-by-step "how-to" sheet and shared through the Output 4.2 exchange events

structured knowledge-sharing activities, including study tours, workshops, webinars, and cross-park learning sessions, to facilitate collaboration and exchange of best practices among conservation areas;

4.2.2. **Organize Knowledge Sharing Activities, including Lessons Learning Sessions**: Implement the Knowledge Management and Sharing Strategy through a series of activities, including documentation of lessons, in-person workshops, and use of the knowledge platform established under Output 4.1. Conduct events with project partners and stakeholders to assess project progress, discuss challenges, and extract lessons learned and best practices from ecotourism initiatives;

4.2.3. **Document and Disseminate Knowledge Products**: Compile the outcomes of lessons learned sessions into reports, brochures, and multimedia materials to share best practices and innovative approaches for ecotourism development in Indonesia;

4.2.4. **Host National and International Knowledge-Sharing Events**: Organize workshops, webinars, and conferences at the national level to share project results and best practices. Participate in regional and international platforms, such as ASEAN Biodiversity programs and global ecotourism forums, to share Indonesia's lessons and innovations;

4.2.5. **Develop a Project Exit Strategy and Sustainability Plan**: Formulate a strategy to ensure the sustainability of knowledge-sharing mechanisms, scaling up of the project best practices, and the integration of lessons learned into long-term planning and policies for ecotourism and conservation in Indonesia (starting Year 3 of the project).

Output 4.3. Strategic Marketing and Visitor Experience Improvement Activities targeting domestic and international visitors are implemented in the five National Parks

This Output is designed to enhance the visibility, attractiveness, and visitor experience of the five target National Parks, focusing on increasing the number of international visitors through targeted marketing strategies, improved visitor services, and the development of unique, high-quality ecotourism offerings. Thus, the following Activities have been planned for this Output:

4.3.1. **Develop Park-Specific Marketing Strategies**: Design and implement tailored marketing strategies for each National Park, emphasizing their unique ecotourism attractions (e.g., orangutans in Tanjung Puting, rhinos and elephants in Way Kambas, savannas in Baluran, sea turtles in Alas Purwo, and marine biodiversity in Wakatobi). Highlight flagship ecotourism products developed under Output 2.4 to attract high-value international visitors;

4.3.2. **Create a National Parks Branding Campaign**: Develop a cohesive brand identity for the National Parks to promote them as premier wildlife-based ecotourism destinations. Launch a global marketing campaign (based on the Activity 4.3.1) showcasing the five parks under the theme of conservation, community, and unique wildlife experiences. Develop promotional materials such as videos, brochures, and digital ads targeting international markets;

4.3.3. **Strengthen Digital Presence and Online Booking Systems**: Develop and enhance National Parks' websites and social media platforms, focusing on user-friendly interfaces, multilingual content, and seamless online booking options. Partner with international travel agencies and platforms like TripAdvisor and Booking.com to promote ecotourism offerings;

4.3.4. **Collaborate with Tourism Operators and Airlines**: Build partnerships with domestic and international tour operators and airlines to create travel packages that include the target parks. Promote wildlife-friendly travel packages, such as guided tours, wildlife safaris, and cultural immersion experiences, with clear conservation messaging;

4.3.5. **Participate in International Ecotourism Events and Trade Shows**: Showcase the five target parks at international tourism expos and ecotourism fairs in Asia and the world to attract global attention;

4.3.6. **Implement a Visitor Experience Monitoring System:** Introduce feedback forms (both physical and digital) at park entry/exit points, visitor centers, and on park websites and social media platforms. Periodically survey visitors to assess their satisfaction with park facilities, services, and overall experience, including areas for improvement. Regularly analyze the collected data to identify trends, common issues, and opportunities to enhance visitor experience. Use insights from visitor data to inform updates to park services, infrastructure, marketing strategies, and ecotourism products.

The MoFor's co-financing will ensure the sustained operation of strategic marketing and visitor-experience improvement activities in the five target National Parks as well as introduction of these practices to other Conservation Areas in the country.

Output 4.3 will be delivered through a multi-layered alliance with travel-tech, media, and service-industry partners that can exponentially amplify the five National Parks' global reach and on-site visitor satisfaction. Leading booking and review platforms (e.g., TripAdvisor, Booking.com, Google Travel) are expected to co-design AI-powered marketing funnels, integrate park inventory into real-time booking engines, and provide sentiment-analysis dashboards that feed directly into adaptive visitor-experience upgrades by park staff. Domestic OTAs (Traveloka, Tiket.com), national telecom operators, and digital payment gateways (GoPay, DANA, OVO) will collaborate to embed seamless ticketing, cash-free park entry, and geo-fenced push-notifications on conservation etiquette. Creative agencies and sustainability-focused influencers will potentially co-fund story-driven campaigns that showcase flagship wildlife encounters and community enterprises, while airlines and hospitality chains will bundle "fly-stay-conserve" packages that recycle a share of profits into the National Parks.

Component 5. Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project

Outcome 5. Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project

Output 5.1. Participatory, inclusive, and gender-responsive M&E system is implemented to measure the project effectiveness, and support Adaptive Management

Under this Output the project will develop and implement a participatory and gender-sensitive M&E framework in accordance with the Results-Based Management (RBM) approach practiced by UNDP, GEF, and GBFF. For the M&E, the project will use standard UNDP approaches and procedures and the following groups of indicators:

Output Indicators will be used to measure delivery of the project Outputs (the project's products and services) and monitor routine project progress on monthly and quarterly basis. Collection of information on the Output indicators will be performed by the Project Management Unit (PMU) and represented in the project Quarterly and Annual Reports;

Outcome Indicators in the Project Results Framework (PRF) will be used to measure the progress toward and achievement of the project Outcomes (e.g., capacity, management, or behavioral changes happened as a result of = the project Outputs by target groups of stakeholders). Collection of information on the Outcome indicators will be performed by the PMU and key partners, or might require hiring of consultants. Project progress against Outcome indicators will be reflected in the Annual, Mid-Term and Terminal Project Reports, GEF Core Indicator Framework updates, and Mid-Term Review and Terminal Evaluation Reports.

Risk Monitoring: The project will conduct quarterly risk assessments to identify and address risks that could affect project implementation. The findings will be integrated into the Quarterly Reports, project management and planning processes to ensure timely mitigation actions.

The information and data received through the project M&E will be applied for the project adaptive management and learning (Outputs 4.1 and 4.2). The M&E budget is described in the M&E Plan section of the ProDoc.

The key activities are the following:
5.1.1. Validation of the monitoring framework for the project at the Inception phase;
5.1.2. Undertake monitoring of the project in relation to the Outputs, Outcomes, and risks;
5.1.3. Prepare quarterly and annual progress reports for sharing among partners, GBFF, GEF and government and non-government entities;
5.1.4. Presentation and communication of project results and impacts through regular Project Board Meetings and through other media such as websites and social media;
5.1.5. Conduct mid-term review of the project, make adjustment and adapt as required to ensure achievement of project Outcomes
5.1.6. Conduct terminal evaluation and disseminate findings.

Under Output 5.1 the PMU will post each annual and terminal project report as well as MTR and TE reports in full on the Ministry of Forestry website and on the Knowledge Management Platform (Output 4.1), together with a

twopage, plainlanguage brief for the general public (English + Bahasa Indonesia); links will be circulated through MoFor and partner socialmedia channels within 30 days of report approval, assuring transparent, year by year disclosure of progress, challenges and finances. The MoFor's co-financing will enable the seamless integration of project monitoring into the MoFor's own monitoring framework, and continual operation of the M&E system.

Output 5.2. The project's Gender Action Plan and Environmental and Social Safeguards are implemented

Under this Output, the project will ensure the implementation of its Gender Action Plan (GAP), Stakeholder Engagement Plan (SEP), and Environmental and Social Management Framework (ESMF) to promote equity, inclusivity, and sustainability across all project activities. The implementation will be aligned with UNDP's Social and Environmental Standards (SES) and GBFF requirements.

Key Activities under the Output:
5.2.1. **Development of targeted assessments and management Plans:** Conduct site- and output-specific Environmental and Social Assessment for five project sites, develop and implement targeted assessments and management plans for site-specific activities described in the SESP and Environmental and Social Management Framework (ESMF);
5.2.2. **Annual Updates to the Gender Action Plan (GAP)**: Review and update the GAP annually to reflect progress, challenges, and emerging needs. Ensure that gender equality principles are integrated into all project components and Outputs; **Annual Updates to the Stakeholder Engagement Plan (SEP)**: Review and revise the SEP annually to ensure inclusivity, transparency, and active participation of all relevant stakeholders, particularly women, and Local Communities;
5.2.3. **Quarterly**
of the Environmental and Social Management Plan (ESMF)and targeted management plans: Conduct quarterly monitoring of the requirements in the ESMF and targeted management plans to identify and mitigate emerging risks or impacts related to project activities. Use findings to inform adaptive management and ensure compliance with UNDP and GBFF safeguard policies.
5.2.4. **Operationalize the Grievance Redress Mechanism (GRM)**: Operationalize the GRM to address concerns or complaints related to project activities. Ensure the GRM is accessible, transparent, and inclusive, with clear guidelines and response timelines. Promote awareness of the GRM among stakeholders and communities.
5.2.5. **Capacity Building for Safeguards Implementation**: Train project staff, park management, and key stakeholders on the application of GAP, SEP, Community Engagement Plans (CEPs), ESMF, and GRM to ensure effective implementation and compliance.

The MoFor's co-financing, will ensure the seamless integration of the project's Gender Action Plan, Stakeholder Engagement Plan and Environmental & Social Safeguards into existing MoFor procedures, with continuous updating through the Ministry's mechanisms.

Partnerships:

The success of a project of this nature hinges on dynamic, strategic and multi-sector partnerships across a number of government agencies, NGOs and local communities. Hence, at the core of the project's strategy is to identify and engage all relevant partners and stakeholders within the project as well as form a network that can catalyze further change. As such the project will be implemented in strong coordination and collaboration with other relevant programs and projects in the country to ensure (1) **Resource Optimization**, including funding, expertise, and manpower, to avoid duplication of efforts and obtain co-financing; (2) **Knowledge and Experience Sharing** to enhance the effectiveness of each project, leading to more innovative and well-rounded solutions; and (3) **Synergy in objectives** to amplify their impact, making it easier to achieve these shared objectives on a larger scale. Specifically, the project will directly collaborate with the following initiatives Indonesia (Table 5):

Table 4. Key partner projects for the ECOTOURISM project

Project/Program	Objectives/Focus	How the ECOTOURISM Project will collaborate with the partner project

UNDP-GEF Project "Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE)" (GEF ID 11160), 2025-2030	This project is part of the GEF Wildlife Conservation for Development Integrated Program under GEF-8. The project's primary focus is to enhance biodiversity resilience by strengthening law enforcement and fostering collaboration across multiple sectors.	**Strengthening Law Enforcement in Ecotourism Areas:** LEVERAGE's focus on enhancing biodiversity resilience through law enforcement can complement the National Parks' efforts to manage illegal activities in ecotourism zones, such as illegal wildlife trade and habitat encroachment. **Multi-Sectoral Engagement and Community Involvement:** Both projects emphasize community involvement. They can jointly develop community patrols and awareness programs to improve conservation efforts in and around national parks targeted by the GBFF project. **Development of financial mechanisms for biodiversity conservation**: both project target development of financial mechanisms for wildlife conservation (LEVERAGE) and for support of National Parks and other Conservation Areas (ECOTOURISM)
UNDP/GEF Integrated Collaborative Approaches for Sustainable Tourism (iCOAST) Programme (GEF ID 11729), 2026-2031	The Programme aims to transform the tourism sector by establishing an enabling policy and regulatory environment. This environment is designed to support and incentivize governments, the private sector, and local communities to adopt and benefit from sustainable tourism practices. Key objectives include: • Developing Local Sustainable Supply Chains: Encouraging the tourism industry to source goods and services locally, thereby boosting local economies and reducing environmental footprints. • Facilitating Sustainable Choices for Tourists: Making it convenient and seamless for tourists to make sustainable choices without compromising on quality, cost, or comfort.	**Policy and Regulatory Framework Development:** iCOAST aims to create an enabling policy and regulatory environment that supports sustainable tourism practices. Collaborating with the GBFF ECOTOURISM Project, which focuses on developing sustainable, wildlife-friendly ecotourism in Indonesia's protected areas, can ensure that national policies are aligned with on-the-ground ecotourism initiatives. **Development of Sustainable Supply Chains:** iCOAST focuses on driving the development of local sustainable supply chains linked to the tourism sector. By integrating these supply chains into the ecotourism initiatives of the GBFF project, local producers and service providers can be directly connected to tourism markets, enhancing local economic development. **Promotion of Sustainable Tourism Practices:** Collaborative efforts can be made to promote sustainable choices for tourists, making it convenient for them to engage in eco-friendly activities without compromising on quality or comfort. This includes developing marketing strategies that highlight the unique natural and cultural assets of Indonesia's protected areas, attracting responsible travelers.
UNDP-GEF 7 "Catalyzing Optimum Management of Nature Heritage for Sustainability of Ecosystem and Resources" (CONSERVE) Project (GEF ID 10236), 2021-2027	The project objective is to strengthen management of multiple use landscapes to enhance biodiversity conservation, generate sustainable land-use and livelihood practices and address illegal wildlife trade. This is achieved by addressing the negative impacts of unsustainable public and private sector-led development practices by trying	**Integrated Landscape and Ecotourism Planning:** CONSERVE focuses on strengthening the management of multiple-use landscapes, while the ECOTOURISM Project aims to develop sustainable tourism models. Collaboration can ensure that ecotourism activities are planned in harmony with landscape-level conservation strategies, minimizing habitat fragmentation and ensuring wildlife corridors remain intact.

	to establish and operationalize a comprehensive biodiversity-friendly planning and management approach that harmonizes socio-economic development, sustainable management of natural resources and conservation biodiversity in major biological landscapes in Indonesia.	**Enhancing Biodiversity Conservation through Tourism:** The CONSERVE project's biodiversity profiling and species management data can be integrated into ecotourism planning, ensuring that tourism activities do not disrupt critical habitats of endangered species. Joint efforts can create biodiversity-focused ecotourism products (e.g., wildlife observation tours) that raise awareness and generate revenue for conservation.
UNDP-GEF 7 "Investing in the Komodo Dragon and other globally threatened species in Flores" (IN FLORES) Project (GEF ID 10728), 2023-2028	The project aims to strengthen the conservation of the Komodo dragon and other globally threatened species in Flores, Indonesia. This objective is pursued through integrated approaches across multiple-use landscapes and seascapes, ensuring that conservation efforts are harmonized with sustainable development and community needs.	**Development of Ecotourism Products Centered on Endemic Species:** The IN-FLORES project focuses on conserving the Komodo dragon and other globally threatened species in Flores through integrated landscape-seascape approaches. By collaborating, both projects can develop ecotourism products that highlight these unique species, attracting tourists interested in wildlife and nature, thereby generating revenue for conservation efforts and local communities. **Community Engagement and Capacity Building:** Both projects emphasize the importance of involving local communities in conservation and tourism activities. Joint initiatives can focus on training community members in sustainable tourism practices, wildlife monitoring, and habitat preservation, ensuring that ecotourism development benefits local livelihoods and fosters stewardship of natural resources.
UNDP-GEF 7 "Strengthened Systems for Community-based Conservation of Forests and Peatland Landscapes in Indonesia" (COPLI) Project (GEF ID 10731), 2023 - 2028	GEF7 COPLI aims to conserve globally important biodiversity and enhance livelihoods through a strengthened institutional framework and community-based conservation of peatland landscape ecosystems.	**Development of Community-Based Ecotourism Initiatives:** CoPLI focuses on conserving biodiversity and enhancing livelihoods through community-based conservation of peatland ecosystems. By integrating ecotourism into these conservation efforts, communities can generate sustainable income while promoting the protection of their natural resources.
Biodiversity Finance Initiative (BIOFIN) in Indonesia, 2018 - ongoing	Development of a Biodiversity Finance Plan (BFP), outlining potential finance solutions such as sukuk and ecological fiscal transfers. Projects aimed at enhancing biodiversity conservation through innovative financing mechanisms	**Development of financial mechanisms to directly re-invest wildlife ecotourism revenue into Conservation Areas:** the project will collaborate with BIOFIN Indonesia to develop, test, and implement different financial mechanisms for Conservation areas (Output 1.3)
Global Environment Facility (GEF) Small Grants Programme (SGP) in Indonesia	Seventh Operational Phase of the GEF SGP in Indonesia aims to build social, economic, and socio-ecological sustainability through community-based activities for global environmental benefits and sustainable development. While not exclusively focused on wildlife-based ecotourism, such initiatives often encompass ecotourism components that involve local communities in	**Development of community-led wildlife ecotourism initiatives:** the project will collaborate with SPG on support and development of community-led ecotourism initiatives under Outputs 3.1 and 3.2

	conservation efforts and provide alternative livelihoods.	
ASEAN Centre for Biodiversity (ACB) – UNDP Regional ASEAN GEF-7 "Effectively Managing Networks of Marine Protected Areas in Large Marine Ecosystems in the ASEAN Region" (ASEAN ENMAPS) Project (GEF ID 10873), 2024-2029	The ASEAN ENMAPS addresses the issues on how the Marine Protected Area interconnectedness to the Large Marine Ecosystem (LME) in terms of biodiversity protection. This project promotes the regional (Southeast Asia) efforts in terms of protecting the marine ecosystem and biodiversity through scientific approaches, community empowerment, capacity building and intervention on the reducing pollution from marine debris.	**Development of Marine-Based Ecotourism Initiatives:** ASEAN ENMAPS focuses on improving the management of marine protected areas (MPAs) and marine corridors within Large Marine Ecosystems (LMEs) in the ASEAN region, including Indonesia. By integrating ecotourism into these conservation efforts, both projects can create sustainable tourism opportunities that highlight the unique marine biodiversity of these regions, attracting tourists and generating revenue for local communities.
World Bank Indonesia Coral Reef Bond Project (GEF ID 11323), 2026-2032)	The Indonesia Coral Reef Bond channels the coupons that investors forgo on a World Bank-issued outcome bond into conservation actions designed to secure independently verified ecological gains across four high-biodiversity MPAs spanning more than five million ha. The expected results are that these MPAs attain IUCN Green List certification while maintaining—or preferably increasing—live coral cover and reef-fish biomass during the project period.	The GBFF Ecotourism Project will collaborate with WB project on building collaboration with local communities on ecotourism and conservation of marine ecosystems at the level of Wakataobi NP as the only marine park in the Ecotourism project. Additionally the projects can potentially collaborate on financial mechanisms for Conservation Areas in Indonesia.

Project Risks*:*

During the PPG process and SESP assessment, a set of key project risks was identified (see Table 6 below and Annex 6. UNDP Risk Register). As per standard UNDP requirements, the project will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP Risk Log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher)[157]. Management responses to critical risks will also be reported to the GEF in the annual PIR.

Table 5. Project Risks and Risk Management along the GEF Risk Categories

GEF RISK CATEGORIES	Linkage to UNDP ERM Risk Categories	Risk RATINGS	ASSESSMENT AND MITIGATION MEASURES
CONTEXT			
Climate	Social and Environmental	Moderate	The project faces site-specific climate risks associated with rising temperatures, shifting rainfall patterns, precipitation patterns, and sea level rise. These risks directly threaten biodiversity, ecosystems, and infrastructure within Indonesia's National Parks. Additionally, shifting habitats endanger endemic species like the Sumatran tiger and rhino, while extreme weather events disrupt tourism and damage park infrastructure. Climate variability further impacts tourism revenue and community livelihoods, delaying project activities and increasing costs. **Mitigation Strategies:** The project has a Climate Risk Screening Report (Annex 20) with all Outputs screened for climate risks and suggested mitigation measures. These climate risks and measures will be used during the project implementation to make the Outputs more climate resilient. Additionally, the project will diversify income streams for ecotourism and promote flexible pricing models to stabilize revenue. See details in the Annex 20. Climate and Disaster Risk Screening
Environment and Social	Social and Environmental	Moderate	Key risks identified include: Gender disparities and discrimination, with risks of reinforcing gender inequalities, exclusion of women from governance and economic opportunities, and increased gender-based violence (GBV); Unregulated ecotourism expansion resulting in biodiversity loss, habitat degradation, human-wildlife conflicts; Inequitable benefit-sharing and financial mismanagement, causing revenue misallocation, community tensions, economic disparities, and weakening conservation efforts; Health, safety, and cultural ecosystem risks associated with poor management of protected area facilities, inadequate occupational health standards, and potential cultural exploitation; Exclusion of traditional communities from ecotourism planning, decision-making, and benefit-sharing, risking marginalization, social tension, and weakened community support for conservation; Commercialization of cultural heritage, potentially leading to misrepresentation, loss of authenticity, economic inequalities, and community tensions; Pollution and waste management failures, leading to environmental degradation, health hazards, and loss of tourism attractiveness. **To mitigate these risks,** the project will implement gender-responsive policies, mandatory participation quotas for women in governance and financial initiatives, gender sensitivity training, and safe grievance mechanisms; Clear guidelines for sustainable tourism practices will be developed, and visitor limits enforced through carrying capacity assessments (Outputs 1.2, 1.4, 2.1); Eco-friendly tourism infrastructure and waste management systems will be implemented to reduce the environmental footprint of tourism; Participatory decision-making processes for conservation and tourism planning will be promoted to ensure inclusivity and equity; Establish transparent and equitable revenue-sharing mechanisms, implement financial literacy and management training for local stakeholders, and enforce financial oversight and anti-corruption measures; Empower local communities to manage cultural tourism initiatives ethically, provide cultural sensitivity training, enforce community consent for cultural commercialization, and protect traditional knowledge legally and ethically.

[157] UNDP 2016. Environmental and Social Screening Procedure

Political and Governance	Political	Moderate	Changes in political leadership or priorities may disrupt ongoing ecotourism and conservation initiatives. **To mitigate this risk,** the project will secure multi-year commitments from government stakeholders at national and local levels, align initiatives with national and local development goals to ensure continuity, and build partnerships with political leadership from ruling and opposition as well as non-governmental actors to maintain progress regardless of political changes. Capacity-building for decision-makers and promoting inclusive, participatory governance will further enhance adaptation capacity to shifts in leadership or priorities.
INNOVATION			
Institutional and Policy	Operational	Substantial	Lack of coordination among ministries and agencies involved in ecotourism, conservation, and infrastructure projects may result in conflicting objectives and inefficient resource use. Insufficient enforcement of conservation and land-use policies may lead to habitat degradation and unsustainable practices in protected areas. **To mitigate these risks,** the project will establish a multi-stakeholder Project Steering Committee to improve coordination among ministries and agencies, ensuring alignment of objectives and efficient resource use. Regular coordination meetings and an integrated planning framework will be implemented to prevent conflicting priorities. Enforcement of conservation and land-use policies will be strengthened through capacity-building, resource allocation, and collaboration with local governments and park authorities. Additionally, PIUs at each target National Park will coordinate cooperation of different government and non-government stakeholders at local level.
Technological	Strategic	Substantial	Park management and local communities lack access to advanced tools for monitoring ecotourism impacts, visitor management, and financial tracking and limited budgets make it difficult to acquire and maintain technologies for monitoring, revenue tracking, and marketing. **To mitigate this risk,** the project will provide affordable, user-friendly digital tools for monitoring, visitor management, and financial tracking. Capacity-building programs will train park management and local communities in their effective use. Partnerships with technology providers and development agencies will be established to reduce costs, and alternative funding sources will be explored to ensure the acquisition and maintenance of necessary technologies.
Financial and Business Model	Financial	Substantial	The project's financial viability hinges on two inter-connected elements: (i) successfully putting in place new financing mechanisms under **Output 1.2** (e.g., BLU status, trust-fund or revenue-sharing arrangements) to directly reinvest ecotourism revenue in the NPs, and (ii) launching high-yield, low-impact ecotourism products under **Output 2.4** that provide at least comparable income to the current mass tourism model. Delays in securing legal approvals for financial mechanisms, weak internal controls, or insufficient use of digital tools for real-time revenue tracking could erode transparency and invite mismanagement of funds. On the market side, optimistic demand projections may not materialize if economic shocks, pandemics, climate events, or reputational issues depress visitor numbers; this would reduce cash-flows available for reinvestment and benefit-sharing. Finally, if communities perceive the distribution of revenues as unfair—or if private partners view the schemes as administratively burdensome—local opposition or partner withdrawal could undermine both conservation outcomes and the project's credibility. **To mitigate the risks,** the project will: (1) form a Finance & Compliance Group (MoFor, MoF, UNDP, BIOFIN) to lead on feasibility assessment of financial mechanisms and steer their legal approvals, issue SOPs, and conduct quarterly external audits; (2) deploy a e-revenue platform that links visitor payments, concession fees, and community-grant disbursements to park accounts, with dashboard access for auditors and community oversight bodies; (3) embed conservation-performance clauses, revenue-floor guarantees, and force-majeure insurance in all PPP contracts for Output 2.4 products; (4) require market and financial sensitivity analyses before capital commitments, using clear "stop-loss" thresholds; (5) ring-fence retained park revenues through MoUs with

			treasury authorities and publish simplified revenue-use statements on park websites; and (6) deliver tailored training for park finance units and community cooperatives, complemented by community scorecards and grievance-redress mechanisms to ensure equitable benefit-sharing and deter informal levies.
EXECUTION			
Capacity for Implementation	Operational	Substantial	Indonesia's key institutions, such as National Park management authorities and local stakeholders, face challenges related to insufficient staffing, limited technical expertise, and inadequate resources. These capacity constraints hinder their ability to effectively implement and manage wildlife-based ecotourism and conservation initiatives. Local communities, park staff, and stakeholders often lack the necessary skills and knowledge to adopt sustainable tourism practices, manage financial systems, and monitor biodiversity impacts. Additionally, there is a reliance on external consultants for planning, implementation, and monitoring, which undermines local ownership and long-term sustainability. **To address these capacity gaps,** the project will invest in strengthening institutional capacities by providing training, technical assistance, and necessary resources for National Park staff and management authorities. Comprehensive capacity-building programs targeting local communities and other stakeholders will focus on skills for sustainable tourism development, biodiversity monitoring, and financial management. Furthermore, the project will facilitate knowledge-sharing platforms to enhance local expertise and ensure ownership, while UNDP will support the project implementation.
Fiduciary	Organizational	Moderate	There are potential risks associated with financial management, including weak internal controls, inadequate financial oversight, and limited capacity for managing project funds in accordance with international standards. These challenges can lead to financial mismanagement, inefficient use of resources, or delays in procurement processes. **To mitigate these risks,** financial management of the project will be conducted in line with UNDP and GEF standards with regular financial monitoring, audits, and spot checks. UNDP CO will provide relevant trainings for PMU and PIUs on the project financial management
Stakeholder	Strategic	Substantial	Lack of consultation and active participation by key stakeholders, including Indigenous Peoples, local communities, and private sector, leads to reduced buy-in and weak ownership of conservation and ecotourism efforts. **To mitigate this risk,** the project has a detailed Stakeholder Engagement Plan (Annex 8) and will conduct regular and inclusive stakeholder consultations based on FPIC to ensure active participation by Indigenous Peoples, local communities, and the private sector in conservation and ecotourism planning. Tailored capacity-building programs will empower marginalized groups to engage meaningfully in project activities, while equitable benefit-sharing mechanisms will be implemented to ensure all stakeholders see tangible benefits from conservation and ecotourism initiatives. These efforts will strengthen stakeholder buy-in and promote shared ownership of project goals.
Overall Risk Rating		**Substantial**	This rating reflects the cumulative impact of various risk categories, including climate, environmental and social, political and governance, institutional and policy, technological, financial and business model, capacity for implementation, fiduciary, and stakeholder risks. While each risk category presents specific challenges, the substantial rating indicates that there are significant risks requiring careful management to ensure the successful implementation and sustainability of the project. This underscores the need for proactive monitoring by the PMU, UNDP, and relevant Indonesian ministries. Regular quarterly reviews will be conducted during implementation to assess risks and adapt strategies as necessary. Corrective actions will be taken promptly if any risks escalate into tangible threats to the project's development and execution.

Potential Project Social and Environmental Impacts

During project development, the project was reviewed using UNDP's Social and Environmental Screening Procedure (SESP). The SESP report (Annex 5) details the specific environmental and social risks that apply. Based on the significance of these individual risks, the project has been allocated an overall SESP risk categorization rating of "Moderate". This categorization means that the project will apply a range of targeted assessments and management instruments, including:

- A targeted Strategic Environmental and Social Assessment (SESA) to examine potential upstream risks created by the project's interventions under Component 1;
- Completion of site-level stakeholder mapping and gender analysis, including livelihood profiling and customary access mapping and documentation of legacy grievances (land conflict, exclusion) and completion of the Gender Action Plan (GAP) and Stakeholder Engagement Plan (SEP);
- Completion of the Climate Vulnerability and Disaster Risk Screening (Annex 20 of the ProDoc) at the onset of implementation to integrate site-specific stakeholder and gender information;
- Develop site-specific Community Engagement Plans (CEPs) with FPIC procedures;
- Conduct site-specific targeted assessments of biodiversity sensitivity, waste, and infrastructure and corresponding plans for associated risks.

The SESP screenings indicate that these risks trigger two (2) principles and five (5) standards. A summary of the risks s is shown in Table 6.

Table 6. Summary of safeguards triggered based on screening conducted during project preparation

Principle/Standard	Applicable	Associated Risks	Risk Rating
Principles			
Human Rights	✓	Risk 3: Exclusion and Unequal Benefit-Sharing	Moderate
Gender Equality and Women's Empowerment	✓	Risk 1**:** Gender inequality in Ecotourism	Moderate
Accountability			
Project-level Standards			
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	✓	Risk 2: Biodiversity Loss from Unregulated Ecotourism	Moderate
Standard 2. Climate Change and Disaster Risks	✓	Risk 4: Climate Change and Disaster Risks in Ecotourism	Moderate
Standard 3: Community Health, Safety and Security			
Standard 4. Cultural Heritage			
Standard 5. Displacement and Resettlement			
Standard 6. Indigenous Peoples	✓	Risk 5: Exclusion Risks to Traditional Communities	Moderate
Standard 7. Labour and Working Conditions	✓	Risk 7: Labor Exploitation and Unsafe Working Conditions	Moderate
Standard 8. Pollution Prevention and Resource Efficiency	✓	Risk 6: Pollution and Health Risks in Ecotourism Sites.	Moderate
Number of Risks in each risk rating Category			

High	0		
Substantial	0		
Moderate	7		
Low	0		
Overall Project Risk Category	**Moderate**		
Number of safeguards principes and standards triggered	2 principles, 5 standards		

Table 7. Individual SESP risks and suggested mitigation measures (see details in Annex 9. ESMF)

Risk	Design Response	ESMF Response
Risk 1: Gender inequality in Ecotourism	The Project Document explicitly integrates measures to address gender disparities and discrimination through several project outputs: • Outputs 2.1, 2.3, 2.4, 3.2, and 3.3: Promote women's participation in ecotourism employment, leadership, and governance roles through targeted capacity-building and inclusive recruitment strategies. • Output 3.2,: Seed funding and micro-grants, supported by enterprise training and value chain integration, promote inclusive ecotourism livelihoods. In case an implementing partner decides to assign a responsible party to perform the on-granting on its behalf, the implementing partner is expected to base selection on a similar capacity assessment process and due diligence standards that UNDP used to assess the implementing partner's on-granting capacities and systems. While the project board (which includes UNDP) will review and recommend a choice for the responsible party, the implementing partner bears full accountability for the final decision on selection. Section 4 of the ESMF sets out screening requirements and a list of excluded activities. Annex 14 of the Prodoc is UNDP's requirements for low-value grants (LVG) outlining the procedure, oversight mechanism, and eligibility criteria for accessing these funds. • Outputs 2.3, 3.2, 3.3, 4.2: prevent GBV and ensure workplace safety, the project includes mandatory training for park staff, operators, and community leaders.	The project integrates several approaches to address gender disparities in the project governance, participation, and benefit-sharing, in line with the Gender Action Plan (GAP) and UNDP's SES. Key measures include: • A minimum quota of at least 40% for women's participation in mandates across project governance structures, decision-making bodies, and stakeholder consultations. The SEP and CEPs incorporate gender-responsive consultation methods such as separate focus groups and culturally appropriate tools to ensure inclusive engagement. • To enhance access to economic opportunities, at least 40% of seed funding/micro-grants will be allocated to women-led enterprises. Targeted recruitment and training initiatives promote women's roles in ecotourism employment, leadership, and governance. • To prevent gender-based violence (GBV), the project includes mandatory training for park staff, tourism operators, and community leaders. A confidential, culturally appropriate and accessible GRM will enable safe reporting of GBV, harassment, or labor violations. • Gender-disaggregated data will be tracked across safeguards tools (GAP, ESMF, SEP) to monitor participation and benefit-sharing. Gender equity content is embedded in all training to support cultural shifts, and implementation will be enhanced through collaboration with the Ministry of Forestry (MOFOR) Gender Task Force and the GEF-8 LEVERAGE Project. • The Community Engagement Plans (CEPs) will localize gender safeguards, enabling participatory monitoring and adaptive management of inclusion measures.
Risk 2: Biodiversity Loss from Unregulated Ecotourism	The Project Document integrates comprehensive measures to mitigate biodiversity loss through ecotourism	The risk of biodiversity loss is addressed through integrated planning, zoning, screening, and community-based conservation measures.

Risk	Design Response	ESMF Response
	regulation, ecosystem management, and community-based conservation: • Outputs 1.1, 1.2, and 1.3 apply conservation zoning, visitor limits, and sustainability screening to guide ecotourism site selection and use. • Output 2.2 supports eco-friendly infrastructure to minimize habitat disruption, while Outputs 3.1 and 3.2 promote habitat restoration and reforestation. • Output 4.2 engages communities in biodiversity stewardship and human-wildlife conflict reduction. • Output 1.4 introduces a monitoring framework to track biodiversity indicators and support adaptive management.	The Environmental and Social Management Framework (ESMF) includes site-level screening tools, e.g., habitat checklist, zoning overlays to assess ecological risks before activities begin. These inform spatial planning, visitor management, and infrastructure siting to avoid impacts in ecologically sensitive areas. Community input will be sought using the methods specified in the Stakeholder Engagement Plan (SEP) and site-specific Community Engagement Plans (CEPs) to ensure inclusive decision-making in ecologically sensitive areas. Participatory monitoring and adaptive management processes will ensure that biodiversity risks are identified early and addressed throughout implementation.
Risk 3: Exclusion and Unequal Benefit-Sharing	The Project Document embeds inclusive and transparent financial mechanisms across several components to promote equitable benefit-sharing and strengthen financial governance: • Outputs 1.3 and 3.3: Support digital tracking and public disclosure of ecotourism revenues, while establishing diversified, long-term financing options such as conservation trust funds and public-private partnerships. • Outputs 3.2 and 3.3: Introduce inclusive revenue-sharing frameworks through co-management models and site-level mechanisms that channel benefits directly to communities and conservation, guided by the procedures and eligibility criteria detailed in Section 4 of the ESMF. Outputs 2.3 and 3.2: Deliver targeted capacity-building for community actors, including Indigenous and women-led enterprises, focusing on transparent budgeting, compliance, and enterprise management.	The project promotes equitable benefit-sharing and transparent financial governance through community-based mechanism, institutional safeguards, and inclusive planning processes. Section 3.2 of the Environmental and Social Management Framework (ESMF) outlines operational safeguards for seed funding and micro-grants, including screening requirements and a list of excluded activities, 2 . These provisions will be reviewed prior to implementation to reflect site-specific risks. The project's use of low value grants will follow UNDP's Operational Guidance on Low Value Grants https://popp.undp.org/document/low-value-grants-undp-operational-guide which is annexed to the ProDoc. The project's ESMF and GAP provide the detailed risk management measures required to ensure transparency, inclusion, and accountability in the use of grants at the local level. Community Engagement Plans (CEPs) will detail how information is shared and the process for seeking community consent to project activities at the site level through participatory planning and culturally appropriate consultation. Together with the Stakeholder Engagement Plan (SEP), CEPs serve as engagement tools that ensure sustained and inclusive participation in financial-related discussions. Participatory monitoring tools such as community scorecards, feedback mechanisms, and public disclosure of financial flows will build trust and support local accountability. The Project Board, while not a formal grant oversight body, will supervise the governance of seed funding/micro-grants. This includes coordination with the local Technical Advisory Group (TAG) and use of participatory safeguards tools, as outlined in the SEP and CEPs. A targeted Strategic Environmental and Social Assessment (SESA) will be conducted to assess key

Risk	Design Response	ESMF Response
		systemic and institutional risks that may affect the project's ability to deliver equitable ecotourism financing. The SESA will focus on: • Sectoral policy barriers, including issues related to protected area revenue retention and reinvestment; • The legal and institutional frameworks under other National Action Plans that govern ecotourism and conservation; and • The enabling conditions for inclusive, transparent, and equitable ecotourism governance, including policy coherence, benefit-sharing mechanisms, and oversight of community-based enterprises. The project's Grievance Redress Mechanism (GRM) provides accessible, anonymous, and culturally appropriate channels for reporting financial exclusion, misuse, or inequitable distribution. T
Risk 4. Climate Change and Disaster Risks to Ecotourism	The project integrates climate adaptation across multiple components to reduce vulnerability and enhance the long-term sustainability of ecotourism investments: • Output 1.4: Establishes a monitoring framework to track environmental, wildlife, and climate-related impacts to inform adaptive management. • Output 2.2: Ensures ecotourism infrastructure is climate-resilient and disaster-ready, using nature-based and hazard-aware design principles. • Output 3.5: Builds institutional and community preparedness for natural disasters through training, emergency protocols, and early warning systems. • Output 2.3: Strengthens community capacity for risk-informed ecotourism and sustainable enterprise development. Output 1.3: Supports long-term conservation financing, which will buffer against climate-related revenue volatility and disaster-related disruptions.	Climate and disaster risks are addressed through targeted site-level safeguards tools outlined in the Environmental and Social Management Framework (ESMF). These include: • The Climate Risk Screening Report (Annex 20 of the ProDoc) provided an initial baseline of climate risk and hazard exposure. This will guide the development of site-level adaptation and disaster preparedness measures, including inputs to PA management plans and ecotourism infrastructure planning. During implementation, this assessment will be completed through participatory vulnerability assessments, which will integrate community knowledge and priorities, and linked to FPIC and livelihood planning processes. All climate and disaster risk assessments will be completed prior to the start of any site-specific activities to ensure risks are identified and addressed before implementation. • The ESMF includes screening checklists and planning protocols to integrate climate and disaster considerations into ecotourism design, infrastructure development, and community-based enterprise activities. • The SEP and CEPs set out the procedures for ensuring that local stakeholders and traditional communities are involved in identifying local climate risks and shaping adaptive strategies. Engagement will be continuous, allowing for learning and adjustment over the course of implementation. • Risks related to heatwaves, flooding, or storm surges that may affect park infrastructure, tourism access, or community safety will be addressed through context-specific adaptation measures developed and monitored at the site level. The measures ensure that ecotourism interventions are climate-resilient, environmentally sustainable,

Risk	Design Response	ESMF Response
		and responsive to local risk contexts, while embedding learning and adjustment throughout implementation.
Risk 5. Exclusion and Cultural Risks to Traditional Communities	The project recognizes the presence of traditional communities in all five national park sites and integrates specific measures to uphold their rights and strengthen their participation: Output 3.2: Promotes Indigenous participation in ecotourism governance through co-management frameworks and inclusive planning processes. • Outputs 1.3 and 3.3: Strengthen financial inclusion through access to seed funding/micro-grants and benefit-sharing arrangements tailored to traditional governance structures. • Outputs 2.3 and 2.4: Deliver targeted support to customary community enterprises and promote integration of traditional knowledge into ecotourism and conservation planning.	The Environmental and Social Management Framework (ESMF) provides a multi-tiered safeguards strategy: • Customary community profiling and FPIC protocols will be implemented at each site through Community Engagement Plans (CEPs), guided by the Stakeholder Engagement Plan (SEP) and aligned with Standard 6 of the UNDP SES. • FPIC process will be treated as a structured and ongoing engagement process. Regular monitoring and dialogue will be used to identify concerns and adjust implementation through adaptive management, ensuring consent remains informed and respected throughout the project. • Site-specific CEPs will ensure that engagement is conducted through culturally appropriate mechanisms. • The SEP defines inclusive outreach strategies including use of local language, oral communication tools, and trusted community entry points to facilitate meaningful participation. • The Grievance Redress Mechanism (GRM) offers culturally appropriate and anonymous channels to report exclusion, cultural exploitation, or concerns related to FPIC or cultural misuse, including pathways through elder councils or women's groups. This layered approach ensures that traditional communities are meaningfully engaged as right-holders and partners in ecotourism development, while safeguarding their cultural heritage and inclusion across all project sites.
Risk 6. Pollution and Health Risks in Ecotourism Sites	The project recognizes that poorly managed ecotourism activities may contribute to pollution and create health and safety risks for local communities and ecosystems, particularly in remote or sensitive areas. • Output 2.2 supports climate- and disaster-resilient infrastructure, including sanitation facilities and waste management systems that reduce pollution risks at ecotourism sites. • Output 1.4 establishes a monitoring framework to track environmental indicators, including pollution-related impacts on biodiversity and community health.	The Environmental and Social Management Framework (ESMF) provides screening protocols and planning tools to identify pollution risks before infrastructure is built or activities begin. These include environmental checklists and design standards to prevent runoff, contamination, or health hazards. Community Engagement Plans (CEPs) and the Stakeholder Engagement Plan (SEP) will ensure that vulnerable groups have a voice in planning and oversight. The Grievance Redress Mechanism (GRM) includes confidential channels to report health, sanitation, or pollution-related concerns, and ensures timely resolution in coordination with park authorities and community partners.

Risk	Design Response	ESMF Response
	• Outputs 2.3 and 3.3 include training for tourism operators and community enterprises on health and hygiene, eco-certification standards, and responsible waste management.	Pollution and health safeguards will be integrated into participatory site planning and implementation processes, ensuring that ecotourism activities do not compromise environmental quality or local well-being.
Risk 7. Labor Exploitation and Unsafe Working Conditions in Ecotourism Sites	The project design addresses the risks related to the expansion of ecotourism which may create informal, seasonal, or unsafe unregulated labor, particularly among women, and youth. • Output 2.3: Provides business development and ethical tourism training for local workers and enterprises, with a focus on decent work, fair wages, and workplace safety. • Output 3.2: Strengthens inclusive ecotourism governance by involving worker groups, women, and local enterprises in co-management structures and decision-making bodies. • Output 3.3: Supports integration of small-scale producers and service providers—especially women and customary community members—into ecotourism value chains, promoting fair labor conditions and equitable benefit-sharing.	The Environmental and Social Management Framework (ESMF) includes safeguards aligned with UNDP SES Standard 7, including the screening for labor risks, due diligence for project partners, and compliance monitoring for working conditions. The SEP ensures that informal and vulnerable workers, including women, youth and customary community members are consulted during project design and implementation, and that information on worker's rights and grievance pathways is accessible in appropriate formats. The GRM provides confidential, accessible channels to report labor-related violations, including unsafe conditions, harassment, or non-payment of wages. Labor risks will be monitored through participatory mechanisms and reflected in safeguards indicators. These measures help ensure that ecotourism jobs are safe, inclusive, and fairly compensated, and that labor rights are protected across the value chain.

Stakeholder Engagement

The project's Stakeholder Engagement Plan, which is Annex 8 to the ProDoc, identifies stakeholder groups and the project's approach to engaging with them. Intensive consultations during the PPG phase included: the Inception Workshop in Jakarta, individual interviews and focus groups with staff of Way Kambas National Park (Lampung Province) and Tanjung Puting National Park (Central Kalimantan Province), non-governmental organizations, and members of communities living around those two parks as well as officers of Ministry of Forestry. During the PPG phase the project team consulted Indigenous Peoples and Local Communities (IP and LC) in all five target protected areas through focus-group discussions (FGD) and one-to-one interviews, engaging 31 people (20 men, 11 women). At Way Kambas National Park a FGD and an additional interview highlighted the need for stronger marketing of community products, visitor-friendly facilities, and institutional support for local cooperatives following the cessation of elephant-riding; at Tanjung Puting a FGD and one interview proposed a village trekking route to draw tourists before orangutan feedings. In Alas Purwo, Baluran and Wakatobi National Parks communities emphasized repairing critical infrastructure (docks, waste-management systems), clearer disaster-management protocols, improved promotional materials, capacity-building opportunities (especially for non-institutional guides and women), and more reliable transport links to reduce visitor costs. Across sites, stakeholders welcomed the forthcoming project and viewed it as a chance to remedy chronic gaps in marketing, visitor services, waste handling, and local livelihood support. Overall, more than 161 stakeholders (with at least 34 women, gender was not always indicated in the attendance lists) participated in the consultations during the PPG process (see details in Annex 8a. Stakeholder Consultations).

Key objectives of consultative process were the following:

- Inform all group of stakeholders, including IP and LC, on the project preparation and allow them to participate in the project development and share their concerns about the project proposed implementation;
- Evaluate current level of key threats for key ecosystems, endangered species, and communities in five target

National Parks and around them and identify obvious barriers on the way to address the threats through development of wildlife-based ecotourism programs;
- Collect information on baseline programs and projects related to the project objective;
- Understand local, cultural and political context in the project areas, especially at Lampung Province and Central Kalimantan Province, as well two provinces in which the other three national parks are located, specifically in South-East Sulawesi Province and East Java Province;
- Assess current capacity of government agencies, National Parks, and local communities to implement wildlife-based ecotourism programs;
- Develop relevant project Outputs based on key national and National Parks' needs;
- Conduct Social and Environmental Screening Procedure and identify key risks for the project implementation;
- Clearly define project sites for interventions and collect information on Outcome and Impact Indicators; and
- Identify potential project partnerships (see Partnerships section) and clarify stakeholder roles in the project implementation.

While in-person consultations were conducted at two national parks (Way Kambas and Tanjung Puting), park-level institutional discussions for Wakatobi, Baluran, and Alas Purwo were conducted via online meetings due to time and access constraints. The SEP will be finalized in Year 1 of implementation following completion of site-specific stakeholder mapping and gender analysis in all project sites.

Community Engagement Framework (CEF) & Community Engagement Plans (CEPs)
The project's Community Engagement Framework (CEF) is integrated in the Stakeholder Engagement Plan (SEP) to guide inclusive, rights-based engagement with traditional communities. Engagement with traditional communities on any project-related issue will be carried out following the locally-appropriate FPIC procedures set out in the site-specific Community Engagement Plans (CEPs). Section 7 of the SEP (Annex 8 to the ProDoc) sets out requirements for the CEPs.

Gender Equality and Women's Empowerment
The project's Gender Analysis and Gender Action Plan (GAP), which is Annex 10 to the ProDoc, was developed to ensure that gender equality and social inclusion are central to project delivery. Anchored in Indonesia's national commitments and international standards on gender equality, the GAP is designed to support the project's overarching goal: advancing community-led, sustainable ecotourism while addressing persistent gender disparities across five target National Parks. Of note, two of these parks—Tanjung Puting and Baluran—are currently managed by women, providing a strong precedent and opportunity to deepen gender-transformative practices across the project landscape.

Project-Level Grievance Redress Mechanism (GRM)
The project's Grievance Redress Mechanism (GRM) is set out in Section 8 and annexes 11.4, 11.4A, and 11.4B of the SEP It will be operational from the start of project implementation and will be accessible to all stakeholders, including IP and LC, women, informal workers, and other vulnerable groups. The process of preparing the CEPs will identify community-specific preferences for grievance resolution and locally-appropriate mechanisms for submitting complaints to the GRM.

Serious Incident Reporting mechanism: Though it is not a requirement of the UNDP SES, it is recommended that the project put in place a **Serious Incident Reporting mechanism** for e.g. serious breaches of health & safety protocols; allegations of severe human rights violations by project workers / implementing partners; and other incidents that would require rapid action by UNDP CO (and potentially scaling up to the GEF) to avoid reputational damage and to ensure project resources are directed immediately to establishing the facts of the alleged Serious Incident. The benefit of a Serious Incident Reporting requirement placed on project implementing partners is that UNDP CO has immediate oversight of an incident, without waiting for it to come to light during periodic monitoring, enabling UNDP CO to suspend an activity or individual(s) under the control of the project immediately and until such time as the incident has been satisfactorily investigated.

South-South and Triangular Cooperation (SSTrC)

South-South Cooperation (SSC) and Triangular Cooperation (TrC) involve collaboration among developing countries and partnerships that include traditional donor countries or international organizations. The GBFF project in

Indonesia will contribute to **SSTrC and TrC** in the following ways via **Component 4:** *Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning:*

- Organize online and in-person workshops to share knowledge on wildlife-based ecotourism development, biodiversity conservation, and community-based tourism (CBT) through regional and global platforms, including the ASEAN Centre for Biodiversity (ACB), Asian Ecotourism Network (AEN), UNWTO's International Network of Sustainable Tourism Observatories (INSTO), IUCN's Tourism and Protected Areas Specialist Group (TAPAS), and the Global Sustainable Tourism Council (GSTC). The project will also engage with GEF's Global Wildlife Program (GWP) and regional initiatives under the Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF) to exchange best practices on conservation-linked ecotourism;
- Facilitate exchange visits and peer learning between Indonesian National Parks and other protected areas in the ASEAN region, the Coral Triangle, and Africa to share experiences on wildlife-based tourism, revenue-sharing models, and community-driven conservation initiatives. The project will seek collaboration with successful community-based ecotourism initiatives in Indonesia, Kenya, Costa Rica, and the Philippines, drawing from best practices in high-value, low-impact tourism models such as Rwanda's gorilla ecotourism program and Bhutan's sustainable tourism policy;
- Adopt and scale up successful wildlife-based ecotourism models and innovations from other developing countries, ensuring that Indigenous Peoples and Local Communities (IPLCs) in Indonesia benefit from proven approaches to sustainable tourism, biodiversity finance, and equitable benefit-sharing. This will include engagement with the Inclusive Conservation Initiative (ICI), UNDP BIOFIN, and the GEF-8 Integrated Collaborative Approaches for Sustainable Tourism (iCOAST) program to integrate conservation finance and sustainable tourism management into Indonesia's National Parks;
- Share best practices, lessons learned, and policy recommendations on wildlife-based ecotourism, biodiversity conservation, and nature-based tourism governance through knowledge-sharing platforms such as the UN South-South Galaxy, PANORAMA Solutions for a Healthy Planet, and IUCN's Green List. The project will also engage in policy dialogues through ASEAN's Sustainable Tourism Working Group and Indonesia's leadership in regional ecotourism networks;
- Host regional forums, conferences, and online dialogues on wildlife-based tourism, IPLC engagement, and sustainable financing for protected areas, bringing together stakeholders from ASEAN, the Coral Triangle, and other biodiversity-rich regions to strengthen regional cooperation in conservation-focused tourism development. This will include partnerships with the ASEAN Ecotourism Forum, UNWTO's Ecotourism Network, and the APEC Sustainable Tourism Program.

Through these initiatives, the project will strengthen Indonesia's role as a leader in wildlife-based ecotourism and biodiversity-based ecotourism governance, while facilitating knowledge exchange and collaboration with regional and global partners in protected area management, community-led conservation, and sustainable tourism development.

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 wildlife-based ecotourism, including Global Wildlife Program[158] . The project will provide other regional cooperation opportunities with countries implementing initiatives on the GEF 8 and GBFF in geopolitical, social and environmental contexts relevant to the proposed project in Indonesia.

Knowledge

Generating and sharing knowledge is a key component of the GBFF project in Indonesia, ensuring that best practices, lessons learned, and innovations in wildlife-based ecotourism are effectively disseminated to a broad audience, including government agencies, park managers, Indigenous Peoples and Local Communities (IPLCs), and the private sector. The project has the entire Component 4 dedicated to Knowledge Management, with Outputs 4.1 and 4.2 specifically designed to enhance learning, documentation, and dissemination. The following knowledge products will be developed by the project:

158 https://www.worldbank.org/en/programs/global-wildlife-program

- **Knowledge Management Strategy**: A comprehensive strategy will be developed during the project's inception phase and updated annually to guide the collection, analysis, and dissemination of lessons learned from project implementation (Output 4.2);
- **Quarterly and Annual Project Reports**: Detailed reports documenting the progress, achievements, challenges, and lessons learned from the project, including case studies, success stories, and impact assessments, ensuring transparency and informed decision-making (Output 4.2 and Output 5.1);
- **Wildlife-Based Ecotourism Knowledge Management Platform**: A centralized digital platform will be established to disseminate best practices, research findings, and ecotourism guidelines, fostering knowledge exchange and capacity building among National Parks, IPLCs, tourism operators, and conservation practitioners across Indonesia and globally (Output 4.1);
- **National Guidelines for Wildlife-based Ecotourism**: The project will develop best-practice guidelines and protocols to ensure low-impact, high-yield wildlife tourism I Conservation Areas (Output 1.2);
- **Best Practices Manuals:** The project will produce practical manuals on wildlife-based tourism management, community engagement, and nature-based business models, providing step-by-step guidance for park managers, tour operators, and IPLCs involved in ecotourism (**Output 4.1**);
- **Technical Briefs and Policy Papers**: Targeted publications will provide policy and standard insights aimed at decision-makers, investors, and conservation organizations (**Outputs 1.1-1.4**);
- **Training Programs and Curricula**: The project will develop training modules and capacity-building programs for park staff, local communities, tourism operators, and IPLC groups, covering different aspects of wildlife-based ecotourism (Outputs 2.3 and 3.1);
- **Media Products**: To enhance outreach and awareness, the project will produce: Short documentaries showcasing the project's impact on conservation and community development, featuring interviews with IPLCs, park managers, and ecotourism entrepreneurs; infographics and visually engaging materials summarizing key project outcomes and benefits; regular social media updates, press releases, and storytelling campaigns to engage a global audience on platforms like Facebook, Instagram, and Twitter, highlighting Indonesia's leadership in sustainable wildlife tourism (Output 4.2).

Through these knowledge-sharing initiatives, the project will ensure effective learning, replication, and scaling up of ecotourism best practices, contributing to regional and global knowledge networks in biodiversity conservation, wildlife-based tourism, and community-led development.

The GBFF project will ensure the visibility and accessibility of knowledge and lessons learned through the following tools (see the section *South-South and Triangular Cooperation (SSTrC)* for more details):

- **Local Workshops and Trainings:** Interactive sessions will be held in National Parks and surrounding communities to engage Indigenous Peoples and Local Communities (IPLCs), ecotourism operators, and park staff, share project progress, and gather feedback. These workshops will include hands-on training in wildlife ecotourism management, wildlife conservation, and responsible visitor engagement;
- **National and Regional Webinars:** Online and in-person seminars will be organized to disseminate knowledge to government agencies, NGOs, and private sector stakeholders, covering topics such as wildlife-based tourism, ecotourism revenue-sharing models, community-based tourism (CBT), and gender-inclusive ecotourism development;
- **International Webinars:** The project will share its experiences, best practices, and policy recommendations with a global audience, including ASEAN member states, Coral Triangle Initiative (CTI-CFF) partners, and other biodiversity-focused tourism initiatives. These webinars will highlight successful ecotourism governance models, conservation financing mechanisms, and community-led nature tourism enterprises;
- **Global Conferences:** The project team will participate in major international forums, including the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), the UN World Tourism Organization (UNWTO) Ecotourism Summits, and the International Union for Conservation of Nature (IUCN) World Conservation Congress, showcasing Indonesia's leadership in conservation-driven tourism;
- **Regional Platforms:** The project will engage with ASEAN tourism and biodiversity bodies, the Coral Triangle Initiative (CTI-CFF), and the ASEAN Centre for Biodiversity (ACB) to exchange knowledge, strengthen collaboration, and scale up successful ecotourism models across Southeast Asia;
- **Local and National Conferences:** The project will present findings at Indonesia's national tourism and conservation events, such as the National Ecotourism Forum and National Parks Management Conferences,

fostering dialogue among government agencies, conservation organizations, and private sector ecotourism investors.

Innovativeness, Potential for Scaling Up, and Sustainability

Innovativeness. The GBFF project integrates several innovative approaches across its components and outputs to enhance wildlife-based ecotourism while ensuring biodiversity conservation, sustainable financing, and community benefits. Here are some key innovations introduced by the project:

- **National Wildlife-Based Ecotourism Action Plan:** Developing Indonesia's first Conservation Areas' Wildlife-based Ecotourism National Action Plan (NAP) to create a unified policy framework for sustainable and community-inclusive ecotourism development (Output 1.1). This approach bridges existing policies, aligns with national biodiversity goals, and provides a replicable model for other conservation areas;
- **Sustainable Financing Mechanisms for Conservation Areas:** Piloting Public Service Agency (BLU) status for National Parks, revenue-sharing models, and National Park Trust Funds to ensure ecotourism revenue is reinvested into conservation and local communities (Output 1.3). This model is innovative for Indonesia's conservation area management and, if successful, can be scaled up to other conservation areas;
- **Integrated Digital Monitoring Framework for Ecotourism Impact:** Designing a multi-dimensional, technology-driven monitoring system that integrates environmental, wildlife, cultural, social, and economic indicators to track ecotourism impacts in real-time (Output 1.4). The use of digital tools and AI-driven analytics makes this approach scalable and adaptable for conservation areas across the country;
- **High-Yield, Low-Impact Ecotourism Products:** Developing unique, conservation-oriented ecotourism experiences, such as Orangutan River Safaris (Tanjung Puting), Sumatran Rhino and Tiger Conservation Tours (Way Kambas), and Coral Reef Restoration Diving (Wakatobi) (Output 2.4). These innovative nature-positive tourism models enhance visitor engagement while reducing ecological pressure;
- **Community-Led Ecotourism Enterprises and Benefit-Sharing:** Empowering local communities to lead ecotourism initiatives, such as community-guided wildlife tours, cultural storytelling experiences, and eco-friendly homestays (Output 3.2). This model strengthens local livelihoods while ensuring conservation benefits;
- **National Knowledge Management Platform for Wildlife-based Ecotourism:** Establishing a centralized online platform hosted by the Ministry of Forestry to collect, analyze, and share ecotourism best practices, lessons learned, and policy recommendations (Output 4.1). This approach enhances adaptive learning and replication of successful ecotourism models across Indonesia;
- **Strategic Digital Marketing and Visitor Experience Enhancement:** Leveraging AI-driven marketing, online booking systems, and international branding campaigns to position Indonesia's National Parks as leading global wildlife ecotourism destinations (Output 4.3). The integration of visitor feedback analytics and geo-tagged movement tracking ensures continuous improvement of visitor experiences;

These innovations position the project as a transformational model for sustainable, community-driven wildlife-based ecotourism in Indonesia, with the potential for scaling to other conservation areas and global ecotourism destinations.

Potential for up-scaling. The GBFF Ecotourism Project has significant scaling-up potential at both the national and regional levels, with the potential to influence conservation area management, sustainable financing, and community-driven ecotourism development beyond the initial five target National Parks. The project introduces policy, financial, capacity-building, and digital innovations that create a strong foundation for broader replication. The key mechanisms for scaling up include:

- **Replication of Wildlife-based Ecotourism Standards and Best Practices in Other Conservation Areas:** The project establishes national standards and guidelines for sustainable ecotourism (Output 1.2), which can be adopted by other National Parks and conservation areas across Indonesia. The framework for visitor management, wildlife interaction, and sustainability practices can be replicated in marine and terrestrial conservation areas beyond the five pilot National Parks. The carrying capacity models and digital visitor monitoring (Output 1.4) introduced in the five parks can be expanded to other conservation areas to improve sustainable tourism management (via Components 1 and 4).

- **Strengthening Governance and Institutional Capacity:** The National Wildlife-based Ecotourism Action Plan (Output 1.1) creates a coherent policy framework that aligns conservation and tourism objectives, making it scalable for other conservation areas and policy initiatives. The multi-stakeholder governance models introduced in the five pilot parks (including collaboration with the Ministry of Forestry, Ministry of Tourism, IPLCs, and the private sector) can be applied to other National Parks to enhance coordination and stakeholder engagement through MoFor co-financing.
- **Expanding Sustainable Financing Models for Conservation Areas:** The project pilots innovative financial mechanisms (Output 1.3), such as Public Service Agency (BLU) status, revenue-sharing models, and National Park Trust Funds, which can be adopted by additional National Parks across Indonesia. Scaling up financial autonomy for National Parks through BLU models or revenue-sharing schemes can increase investment in conservation and community benefit-sharing, ensuring long-term sustainability. Expanding partnerships with the private sector through Public-Private Partnerships (PPP) for ecotourism can generate new revenue streams while reinforcing conservation efforts.
- **Expanding Community-Led Ecotourism Enterprises and Benefit-Sharing Models:** The community-led wildlife ecotourism initiatives (Output 3.2), such as homestays, cultural storytelling, and conservation-based tourism, can be scaled up to other local communities surrounding different National Parks in Indonesia. The revenue-sharing mechanisms piloted in the five target parks can be expanded to other conservation areas, ensuring that local communities receive direct financial benefits from ecotourism activities. Training programs (Output 2.3) for park staff and local communities can be expanded beyond the five pilot parks, building national capacity in sustainable ecotourism management.
- **Knowledge Management and Capacity-Building Expansion:** The Knowledge Management Platform (Output 4.1) hosted by the Ministry of Forestry will serve as a centralized hub for ecotourism best practices, enabling continuous learning and replication across Indonesia's conservation areas. Knowledge exchange mechanisms (Output 4.2), including study tours, lessons-learning workshops, and digital resources, will facilitate national and regional scaling of successful ecotourism models. Train-the-trainer programs (Output 2.3) will ensure long-term capacity-building beyond the project duration, supporting ongoing knowledge transfer to new National Parks and other conservation areas.
- **Scaling Up Digital and Market Innovations:** Visitor experience monitoring tools (Output 4.3), including AI-driven sentiment analysis and geo-tagged movement tracking, can be expanded to other National Parks to enhance visitor satisfaction and improve ecotourism offerings. Digital marketing strategies and partnerships with international tourism platforms can be replicated for additional conservation areas, increasing the global visibility of Indonesia's National Parks as premier ecotourism destinations.
- **Potential for Regional and International Replication:** The project positions Indonesia as a leader in conservation-based ecotourism, with the potential to share best practices with other Southeast Asian and global biodiversity-rich countries. Lessons learned in developing sustainable ecotourism financial models, community-based tourism, and digital monitoring frameworks can be applied to other SIDS, ASEAN countries, and Global Biodiversity Framework (GBF) partner nations. The project's adaptive approach to balancing conservation and tourism development provides a scalable model for protected area management worldwide.

Sustainability. Ensuring the long-term sustainability and durability of the project's results is essential for achieving lasting conservation, economic, and social benefits. The GBFF Ecotourism Project in Indonesia integrates multiple sustainability mechanisms into its design, leveraging national frameworks, financial models, governance structures, capacity-building programs, and community ownership approaches. These elements ensure that project outputs and outcomes continue to deliver positive environmental, economic, and social impacts beyond the project's lifespan.

The project's Exit Strategy and Sustainability Plan (Output 4.2.8) will provide a structured roadmap for post-project continuity, ensuring that key institutions, policies, and stakeholders maintain the progress achieved during implementation. The following mechanisms will be implemented to sustain project results:

- **Institutional Sustainability through National Plans and Standards:** The development and adoption of the National Ecotourism Action Plan (NAP) (Output 1.1) ensures the formal integration of sustainable ecotourism into Indonesia's national development agenda, conservation strategies, and tourism sector

policies. The ecotourism standards and guidelines (Output 1.2) institutionalize conservation-oriented tourism principles, providing a long-term regulatory framework for wildlife-based ecotourism management in Indonesia's Conservation Areas.

- **Strengthening Local Governance and Institutional Ownership:** The project enhances the capacity and ownership of the Ministry of Forestry (Kemenhut), National Park authorities, and local governments to independently manage and scale up wildlife-based tourism initiatives beyond the project's timeframe. By embedding participatory governance models within conservation areas, the project ensures that local institutions and Local Communities have a direct role in managing and benefiting from ecotourism.
- **Financial Sustainability through Innovative Revenue Models:** The innovative finance mechanisms (Output 1.3) create a long-term financing structure that diversifies revenue sources and ensures continued funding for conservation and wildlife ecotourism infrastructure in Conservation Areas. The project promotes Public-Private Partnerships (PPP) for Ecotourism, ensuring sustained investment from responsible tourism operators who reinvest in conservation efforts. By piloting community-led tourism businesses (Output 3.2), the project fosters self-sustaining local enterprises, reducing reliance on external funding.
- **Long-Term Capacity Building and Training:** The project establishes a structured capacity-building program (Output 2.3) for National Park staff and local communities, ensuring that skills in ecotourism management, conservation, and visitor services are continuously developed and transferred. The introduction of train-the-trainer programs guarantees continuity in knowledge dissemination, enabling trained individuals to educate future conservation and tourism professionals. The integration of digital learning resources and blended training models (online and in-person) expands long-term accessibility to wildlife-based ecotourism knowledge and best practices.
- **Community Engagement and Ownership:** The project prioritizes community-led wildlife-based ecotourism models (Output 3.2), empowering IPLCs and local stakeholders to take ownership of tourism businesses, conservation initiatives, and cultural tourism experiences. The benefit-sharing mechanisms introduced ensure that local communities continue to gain financial and social rewards from nature-based tourism, fostering long-term commitment. Through the integration of traditional knowledge into ecotourism (Output 3.1), the project ensures that Indigenous and local cultural heritage remains central to tourism experiences, increasing community pride and sustained participation. Additionally, by demonstrating the economic benefits of community-based wildlife ecotourism ventures, the project will encourage local governments to incorporate more of these initiatives into local development plans and priorities.
- **Digital Knowledge Management and Replication of Best Practices:** The Knowledge Management Platform (Output 4.1), hosted by the Ministry of Forestry, serves as a permanent online repository for ecotourism knowledge, ensuring continued access to lessons learned, case studies, and research. The project's Knowledge Exchange Mechanisms (Output 4.2), including national and regional study tours, cross-park learning sessions, and digital knowledge-sharing tools, ensure the continuous replication of successful ecotourism models. The institutionalization of semi-annual lessons-learning sessions guarantees that National Parks and conservation stakeholders continuously adapt, improve, and expand ecotourism strategies.
- **Sustainable Wildlife-based Ecotourism Market Development and Global Positioning:** By strengthening Indonesia's National Park branding (Output 4.3) and positioning them as premier global wildlife-based ecotourism destinations, the project ensures continued visitor interest and financial viability. The integration of AI-driven marketing tools, strategic digital promotions, and international partnerships with travel agencies creates a self-sustaining model for attracting eco-conscious tourists. The project fosters direct linkages between community-led ecotourism enterprises and international tourism markets, ensuring that small-scale businesses continue to thrive beyond the project's timeframe (see details in Annex 23. Preliminary project sustainability strategy).

Digital Solutions

The GBFF Ecotourism Project in Indonesia incorporates a range of digital solutions to enhance project efficiency, facilitate stakeholder engagement, and maximize the replicability of ecotourism models. These digital tools will be applied throughout the project's implementation to support decision-making, adaptive management, knowledge dissemination, and visitor experience improvements. The key digital solutions integrated into the project include:

- **Artificial Intelligence (AI) Applications:** AI tools, including ChatGPT-4o/o1/o3 versions and custom AI models (e.g., Wave AI Note Taker), were used during project preparation for situation analysis, Theory of Change development, Output generation, risk analysis, lessons learning and integration, development of

Terms of Reference for the project staff, Climate Change profiling, and budget development. The Project Management Unit (PMU) will use AI for automated Quarterly and Annual Reports generation; risk monitoring and analysis of social, environmental, and financial risks; synthesis of M&E data to identify trends and inform adaptive management; generating communication materials and lessons and disseminating of the best practices;

- **Online Digital Platforms for Project Design and Implementation: Miradi Online** was applied during project design to develop the Situation Analysis and Theory of Change diagrams. This tool will be used during implementation for real-time testing of assumptions and adaptation of the Theory of Change (ToC);
- **GIS-Based Tools for Ecotourism Planning and Monitoring:** ArcGIS, QGIS, GPS, and Remote Sensing Data will be applied to: develop visitor management strategies, such as carrying capacity models and zonation plans for sensitive ecosystems (Output 1.2); support the environmental and wildlife impact monitoring framework (Output 1.4) by analyzing habitat health, land-use changes, and species distribution in conservation areas; guide generation of the wildlife-based Ecotourism Action Plan for National Parks (Output 2.1) and ecotourism infrastructure development (Output 2.2) by ensuring facilities are placed in low-impact locations;
- **Knowledge Management Platform for Wildlife-based Ecotourism Best Practices:** A Digital Knowledge Platform (Output 4.1) will be developed and hosted on the Ministry of Forestry's website to serve as a repository of ecotourism best practices, research, and case studies; provide interactive resources for park managers, community members, and policymakers; support cross-learning between National Parks and conservation stakeholders across Indonesia;
- **Digital Visitor Monitoring and Experience Enhancement Tools:** The project will implement AI-powered sentiment analysis to assess visitor satisfaction and identify areas for improvement in National Park ecotourism services (Output 4.3). Ethical, anonymous tracking of visitor movements will provide data on visitor flows and peak visitation times, enabling adaptive management of carrying capacities. The project will strengthen National Park websites and online booking systems, integrating multilingual content, interactive visitor guides, and virtual experiences. Partnerships with TripAdvisor, Booking.com, and Google Travel will expand international visibility of Indonesia's ecotourism destinations.
- **Digital Media for Awareness and Knowledge Dissemination:** Social Media Campaigns (Facebook, Twitter, Instagram, YouTube) will be applied for awareness campaigns on sustainable ecotourism, targeting domestic and international audiences and showcasing success stories of community-led ecotourism businesses (Output 3.2) to attract responsible travelers and conservation-focused donors. Regular virtual workshops, live Q&A sessions, and expert discussions will be conducted to share lessons and best practices with stakeholders.
- **Digital Market Platforms for Community-Led Ecotourism Enterprises:** Online Ecotourism Marketplace (Output 3.2) will support community-led ecotourism businesses in creating digital profiles and selling their services (e.g., guided tours, homestays, local handicrafts) through existing digital platforms or a dedicated National Park marketplace. Digital marketing strategies will be implemented to connect local communities with international ecotourism markets.

PROJECT MANAGEMENT

Cost efficiency and effectiveness

To ensure the project cost efficiency and effectiveness the following measures have been incorporated in the project design and will be implemented after the project start:

- the project was developed using fully participatory approach (more than 161 stakeholders were consulted), and it was built on the tested models and lessons learned by Indonesia and other countries (see *Strategy* section for details), and has carefully designed Theory of Change, and specific and clear Outputs (project products and services) (see *Expected Results* section). Additionally, the project implementation is based on a set of partnerships with Government, non-Government, international and local organizations and communities to share experience, time, labour, and financial resources to deliver the project Outputs (see the sections *Partnerships* and *Stakeholder Engagement*);
- design of the project Outputs, while based on actual needs and reflects views of local stakeholders during the PPG, allows flexibility for the PMU and partners to select different options for their delivery based on the current situation, and lessons learned through the project implementation. That will allow effective project adaptive management[159];
- the project is built on a relatively strong financial foundation: total co-financing for the project is US$ 21,000,000 (to support replication of the best project practices in other Conservation Areas) with GBFF contribution of US$ 6,192,695, or 23% of the total project budget. Details of the project co-financing are described in the section *Financial Planning and Management*. The project prioritizes investment in key foundational areas:
    - Wildlife-based ecotourism planning, standards, financing and monitoring (Component 1): $1,165,000 (18.8% of GBFF budget) to establish a strong planning, regulatory and monitoring framework for sustainable wildlife-based ecotourism;
    - Sustainable financing mechanisms for conservation areas (Component 1 – Output 1.3): $260,000 (4.2% of GBFF budget) to pilot revenue-sharing models, National Park Trust Funds, and Public Service Agency (BLU) status;
    - Community-led wildlife-based ecotourism initiatives (Component 3): $1,317,000 (21.3% of GBFF budget) dedicated to empowering local communities to develop and operate ecotourism enterprises, integrating traditional knowledge, and promoting community conservation activities;
      Overall direct project investments in five target National Parks (Component 2): $2,359,305 (38.1% of GBFF budget) dedicated to enhancing the management capacities and infrastructure of five National Parks (Tanjung Puting, Way Kambas, Baluran, Alas Purwo, and Wakatobi) and adjacent local communities to plan, manage, and operate sustainable wildlife-based ecotourism products and services.
- to reduce costs the project will use existing data, assessments, and studies conducted in Indonesia where possible to avoid duplication of efforts and maximize the use of available information. While conducting the trainings, meetings, and events the project will utilize government and community facilities for training sessions, workshops, and meetings, reducing the need for rented venues where it is possible;

when hiring RPs and contractors, the project will follow a standard recruitment and advertising process to have at least three competitors for each contract. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for an optimal price. Economy fares will be applied for necessary air, sea, and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness; finally, in order to maximize the effectiveness and sustainability of the project results, an Exit Strategy and Sustainability Plan will be developed by the end of year 5 (Output 4.2), for implementation by MoFor after the project completion.

Project Management

[159] Adaptive Management and project ability to proactively adjust to changing situation and uncertainty is of paramount importance in the situation of COVID-19 pandemic, world economic crises, and other issues

The project will have a **Project Management Unit (PMU)** hosted by Ministry of Forestry (MoFor) in Jakarta. Additionally, the project will have five **Project Implementation Units (PIUs)** responsible for the project implementation at National Park level. The PMU will consist of a **National Project Manager**, **Finance Associate**, **Administrative Assistant**, **Communication and KM Officer** (50% work time employment), and **Monitoring, Evaluation and Reporting Officer** (50% work time employment). PMU will be supported by two National Consultants: **Policy, Wildlife-based Ecotourism, and Capacity Building Specialist**, and **Safeguards and Gender Mainstreaming Specialist**. Each PIU will consist of two officers: **Regional Coordinator/Community Engagement and Capacity Building Officer** and **Regional Finance and Administrative Officers**. While the National Project Manager, Finance Associate, Administrative Assistant will be focused on project management, the other officers and supporting consultants (including National Project Manager) will be directly involved in the technical delivery of project Outputs. The PMU and PIUs will work closely with indicated project partners to ensure effective and timely delivery of the project Outputs and achievement of the project Outcomes. The PMU and PIUs will also cooperate with other projects implemented at national and regional levels, both directly and through designated partners, including during monitoring and evaluation visits and meetings of the Project Board (Project Steering Committee). At the level of each target National Park the PIUs will be supported by the **Technical Advisory Groups** composed of representatives of provincial universities, research centers, NGOs, local community leaders and private sector. The Technical Advisory Groups will be directly involved in delivery of the project Outputs at each National Park. Other details of the project management arrangements are described in the section **Governance and Management Arrangements**.

III. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): SDG 1: No Poverty, SDG 2: Zero Hunger, SDG 6: Clean Water and Sanitation, SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities, SDG 11: Sustainable Cities and Communities, SDG 12: Responsible Consumption and Production, SDG 13: Climate Action, SDG 14: Life Below Water, SDG 15: Life on Land, and SDG 17: Partnerships for the Goals

Contribution to KM GBF Targets: 1, 3, 4, 9, 14, 19, 21, 22, and 23

National Priority/Goal: National Priority 2 (RPJMN 2025–2029): Enhancing the national security and defense system while promoting national self-reliance through the advancement of food, energy, and water sovereignty, as well as the development of the sharia economy, digital economy, green economy, and blue economy.
; **National Priority 4:** Strengthening the development of human resources (SDM), science, technology, education, health, sports achievement, gender equality, as well as strengthening the role of women, youth, and people with disabilities; **National Priority 6:** Developing the economy from the villages upward to promote growth, economic equity, and poverty reduction

Intended Outcome as stated in the UNSDCF/Country [or Regional] Program Results and Resource Framework:
~~*UNSDCF 2021-2025 Outcome 3: Institutions, communities, and people actively apply and implement low-carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive.*~~

UNSDCF 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.

~~**Applicable Output(s) from the UNDP Strategic Plan:** Signature Solution 4 – Environment: Outcome 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods; SP IRRF 4.1.1 Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources; SP IRRF 4.1.2 Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime~~

Applicable Output(s) from the UNDP Strategic Plan:
Strategic Objectives: Healthy Planet
Development Output: A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet.
SF IRRF A.4.2.3 Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime
SF IRRF C.1.1 Number of initiatives, policies, mechanisms, and/or strategies that strengthen service delivery, sustainable resource management, socio economic opportunities and/or community resilience at the subnational level

Project title and Quantum Project Number: *Enhancing co-benefits of conservation area management through an inclusive wildlife-based ecotourism strategy (WILDLIFE ECOTOURISM)* # TBC

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
Project Objective:	*To enhance biodiversity conservation in Indonesia's conservation areas through the development and implementation of wildlife-based ecotourism, ensuring inclusive local community engagement and long-term economic benefits*						
	Mandatory Indicator 1: Improved Management of Terrestrial Protected (Conservation) Areas (GEF Core Indicator 1.2), ha:	METT assessments at the Mid-Term and End of the Project	0 ha **METT Score:** Tanjung Puting NP: 74 Way Kambas NP: 72	611,650 ha **METT Score:** Tanjung Puting NP: 76	611,650 ha **METT Score:** Tanjung Puting NP: 79	Calculation of METT Score for each National Park	**Assumptions:** A1. National and local authorities remain fully committed—politically and financially—to enacting the new policies, standards, and frameworks

	Tanjung Puting NP (412,240.5 ha) Way Kambas NP (125,621.3 ha) Baluran NP (29,751.2 ha) Alas Purwo NP (44,037 ha) GBFF Action Area 1 (GBF Targets 1,3)		Baluran NP: 74 Alas Purwo NP: 81	Way Kambas NP: 74 Baluran NP: 76 Alas Purwo NP: 83	Way Kambas NP: 77 Baluran NP: 79 Alas Purwo NP: 86		produced under the project, ensuring long-term support for conservation and ecotourism initiatives; A2. Local communities, park authorities, private operators, NGOs, and other partners actively collaborate in planning, monitoring, and decision-making, thereby integrating conservation objectives with equitable, community-driven development; A3. There is sufficient and ongoing demand (both domestic and international) for responsibly managed wildlife-based ecotourism, allowing revenues to be reinvested in conservation, community livelihoods, and adaptive management. **Risks:** R1. National and local governments may lack the sustained political will or financial resources to fully adopt and enforce the ecotourism policies, standards, and financing mechanisms developed by the project; R2. Lack of community ownership and equitable benefit-sharing could result in low participation, conflicts over resource use, and potential failure of community-led ecotourism enterprises; R3. Fluctuations in domestic and international tourism demand due to economic downturns, pandemics, or global travel restrictions could reduce ecotourism revenues.
	<u>Mandatory Indicator 2:</u> Improved Management of Marine Protected (Conservation) Areas, ha (GEF Core Indicator 2.2): Wakatobi NP (1,320,987 ha) GBFF Action Area 1 (GBF Targets 1,3)	METT assessments at the Mid-Term and End of the Project	0 ha **METT Score:** Wakatobi NP: 83	1,320,987 ha **METT Score:** Wakatobi NP: 85	1,320,987 ha **METT Score:** Wakatobi NP: 88	Calculation of METT Score for the National Park	
	<u>Mandatory Indicator 3:</u> Number of direct project beneficiaries disaggregated by gender (individual people) (GEF Core Indicator 11) GBFF Action Area 2 (GBF Targets 1,3)	Lists of direct beneficiaries in the project activity reports Interviews with local communities around target NPs	0	>= 2,000 (40% are women)	>= 6,000 (40% are women)	Analysis of lists of project direct beneficiaries for the activity reports; Analysis of community surveys; Monitoring Reports, Mid-Term Evaluation, Terminal Evaluation Report Analysis	
Component 1	*Strengthening the Enabling Framework for Wildlife-Based Ecotourism Management in and around Conservation Areas*						

Outcome 1. *Coherent Planning, Policy, Regulatory, and Monitoring Framework Supports Wildlife-Based Ecotourism Management in and around Conservation Areas*	Indicator 4: Presence of the operationalized National Action Plan for Wildlife-based Ecotourism in Conservation Areas GBFF Action Area 3 (GBF Target 14)	MoFor decision on National Action Plan for Wildlife-based Ecotourism in Conservation Areas and follow up documents	Lack of National Action Plan for Wildlife-based Ecotourism in Conservation Areas	National Action Plan for Wildlife-based Ecotourism in Conservation Areas for CAs is developed and agreed with stakeholders	National Action Plan for Wildlife-based Ecotourism in Conservation Areas is approved by MoFor and implemented	Analysis of MoFor documents and reports	**Assumptions:** A1. The National Action Plan is formally endorsed and integrated into government policy; A2. Relevant stakeholders—government agencies, National Park authorities, local communities, and private operators—remain committed to adopting the new standards and guidelines; A3. Central government actively supports the piloted financial mechanisms for Conservation Areas, enabling effective revenue reinvestment; A4. Newly developed monitoring framework is consistently used for adaptive management, with accurate data collection driving ongoing improvements in ecotourism policies and practices **Risks:** R1. Delays or failure in formal endorsement and implementation of the National Action Plan, guidelines, and financial mechanisms, leading to fragmented and ineffective ecotourism governance R2. The financial mechanisms identified and piloted under the project may not be effectively institutionalized or scaled up due to regulatory barriers, lack of investor interest, or insufficient reinvestment of ecotourism revenue into conservation management R3. Key stakeholders, including park authorities, private operators, and local communities, may resist adopting or complying with the
	Indicator 5. Number of Wildlife-based Ecotourism Standards and presence of Monitoring Frameworks for CA endorsed by MoFor and implemented GBFF Action Area 3 (GBF Target 14)	Decision of MoFor on endorsement of standards and monitoring frameworks Reports of MoFor on implementation of standards and monitoring framework	0 standards 0 monitoring frameworks	>= 3 standards developed and agreed with stakeholders 1 monitoring framework developed and agreed with stakeholders	>= 3 standards approved by MoFor and implemented 1 monitoring framework approved by MoFor and implemented	Analysis of MoFor decisions and reports	
	Indicator 6. Number of feasible financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas introduced to target NPs GBFF Action Area 4 (GBF Target 19)	GoI Laws and Regulations on financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas	0	>=3 financial mechanisms are identified and 2 of them tested	>=1 financial mechanisms operationalized for target NPs	Analysis of GoI Laws and Regulations on financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas Analysis of target NP reports on the identified and tested feasible financial mechanisms	

							newly developed ecotourism standards and guidelines due to lack of awareness, financial constraints, or conflicting interests SESP Risk 1. Gender Disparities and Discrimination SESP Risk 2. Unregulated Tourism Expansion and Biodiversity Loss SESP Risk 3. Inequitable Benefit-Sharing and Financial Mismanagement Impacting Conservation and Community Livelihoods
Outputs under Outcome 1	**Output 1.1.** National Action Plan for Wildlife-based Ecotourism in Conservation Areas is developed and adopted; **Output 1.2.** Rigorous standards and guidelines on wildlife-based ecotourism in conservation areas are developed and adopted; **Output 1.3.** Financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas are identified, assessed, and operationalized, to ensure that ecotourism revenue is systematically reinvested into the management of these areas, including local communities; **Output 1.4.** A monitoring framework for measuring of the environmental, wildlife, cultural, social and economic impacts of wildlife-based ecotourism in conservation areas and around them is developed and tested						
Component 2	*Improving capacities for wildlife-based ecotourism development in five National Parks*						
Outcome 2. Enhanced management capacities and infrastructure in five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services	Indicator 7: Number of National Parks with officially adopted and implemented Wildlife-Based Ecotourism Action Plans GBFF Action Area 1 (GBF Targets 1,3)	Wildlife-Based Ecotourism Action Plans of target NPs Reports on implementation of Wildlife-Based Ecotourism Action Plans	0 NPs	>= 2 NPs	5 NPs	Analysis of the Wildlife-Based Ecotourism Action Plans of target NPs and reports on implementation of Wildlife-Based Ecotourism Action Plans	**Assumptions:** A1. Park authorities, local governments, and communities remain actively engaged and supportive of each park's Ecotourism Action Plan; A2. Adequate financial and technical resources are available to carry out infrastructure upgrades and maintenance over time; A3. Trained staff and community members continue applying newly acquired skills and knowledge, fostering a culture of continuous improvement; A4. Market demand (domestic and international) for wildlife-based tourism remains stable or grows, ensuring the viability of new ecotourism products;
	Indicator 8. Increase in annual ecotourism revenue (non-tax revenue) in the five National Parks GBFF Action Area 4 (GBF Target 19)	Records of total annual ecotourism revenue non-tax revenue) per National Park	Annual ecotourism (non-tax revenue) revenue 2024: Tanjung Putting NP: $800,266 Way Kambas NP: $16,669 Baluran NP: $305,982	Increase in ecotourism revenue by 3% in average for all parks from 2024 baseline	Increase by 10% in average for all parks from 2024 baseline; with >=50% of total ecotourism revenue directly reinvested in 5 target NPs	Analysis of records of total annual ecotourism revenue per National Park	

			Alas Purwo National Park: $369,872 Wakatobi National Park: $39,028				**Risks:** R1. Limited availability of financial and technical resources may delay or prevent the significant improvements in ecotourism infrastructure, equipment, and capacity-building activities for park management staff and local communities; R2. Local communities may lack the necessary skills, knowledge, or interest to effectively engage in ecotourism planning, management, and operations; R3. Ineffective coordination and communication between national park authorities, local governments, and private tourism operators could lead to inconsistent ecotourism planning and management, creating regulatory gaps and operational inefficiencies SESP Risk 1. Gender Disparities and Discrimination SESP Risk 9. Pollution and Waste Management Failures SESP Risk 4. Climate Change and Disasters
	Indicator 9. Number of park management staff and community members who successfully completed trainings/capacity building program in wildlife-based ecotourism planning, management, and service delivery GBFF Action Area 1 (GBF Targets 1,3), also Targets 21-23	Training Reports and list of trainees completed the trainings	0	>= 300 (40%) are women)	>= 600 (40% are women)	Analysis of training Reports and list of trainees certified	
	Indicator 10. Wildlife disturbance incidents per 1,000 visitors (feeding, chasing, loud noise, flash photography, violation of minimum-distance guidelines, etc) in five NPs	Ranger and tourist guide reports	Baseline to be established at the Year 1 of the project	>=15% decrease in disturbance incidents in average across 5 NPs	>=40% decrease in disturbance incidents in average across 5 NPs	Analysis of ranger and tourist guide reports	
Outputs under Outcome 2	**Output 2.1:** Wildlife-based Ecotourism Action Plan is prepared for each target National Park and adjacent area; **Output 2.2:** The basic infrastructure and equipment for delivery of wildlife-based ecotourism products and services are improved in each National Park; **Output 2.3:** Park management staff and local communities are trained to plan, develop, operate, manage, and monitor wildlife-based ecotourism in each National Park; **Output 2.4:** A high-yield community-inclusive wildlife-based ecotourism product is developed and operationalized in each National Park.						
Component 3	*Implementation of community-led wildlife-based ecotourism products and services in five National Parks*						
Outcome 3. *Community-led wildlife-based*	Indicator 11: Total number of community-led initiatives in wildlife-based ecotourism near target	Activity reports for the Outputs 3.1 and 3.2	0	>= 10	>= 25	Analysis of activity reports for the Outputs 3.1 and 3.2,	**Assumptions:** A1. Local communities remain willing and motivated to participate

ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife	NPs started and implemented in the project framework GBFF Action Area 2 (GBF Targets 1,3), also Targets 21-23	Interviews of local communities participating in the project				and interviews of local communities	in ecotourism initiatives and apply newly gained knowledge; A2. Traditional knowledge is effectively documented and integrated into ecotourism products without compromising cultural values;
	Indicator 12: Total number of local people earning income from wildlife-based ecotourism programs in the target NPs as tourist operators, guides, or other service providers GBFF Action Area 2 (GBF Targets 1,3), also Targets 21-23	Permit licenses issued by MoFor to local community members Interviews of local communities participating in the project	~40-50 local people based on the information from 5 target NPs	>= 200 local people (40% are women)	>= 500 local people (40% are women)	Analysis permits issued by MoFor to local community members Interviews of local communities	A3. External stakeholders (park management, NGOs, private sector) collaborate and provide support to sustain community-led projects; A4. There is continued market interest in authentic, community-focused wildlife-based ecotourism experiences. **Risks:** R1. Unequal access to opportunities and benefits could lead to social tensions, disengagement from ecotourism activities, and even resistance to conservation efforts R2. Community-led ecotourism projects may struggle to attract enough visitors due to weak marketing, competition from larger commercial operators, or fluctuations in domestic and international tourism demand; R3. If ecotourism activities are not properly managed, they may lead to environmental degradation, including habitat destruction, pollution, and disturbance of wildlife. SESP Risk SESP Risk 1. Gender Disparities and Discrimination SESP Risk 3. Inequitable Benefit-Sharing and Financial

							Mismanagement Impacting Conservation and Community Livelihoods SESP Risk 7. Cultural Heritage Commercialization
Outputs under Outcome 3	**Output 3.1:** Community-Led Awareness, Traditional Knowledge and Education Campaigns to engage local stakeholders in wildlife-based ecotourism programs are implemented in five target National Parks; **Output 3.2:** Community-led wildlife-based ecotourism projects are supported in each National Park.						
Component 4:	*Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning*						
Outcome 4. *Improved marketing, learning and biodiversity conservation from the five National Parks' wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive*	Indicator 13: Number of users registered on and utilizing the Knowledge Management Platform for Wildlife-based Ecotourism GBFF Action Area 1 (GBF Targets 1,3), also Targets 21-23	Number of individual stakeholders registered on the Platform	0	>= 150 (40% are women)	>= 1,000 (40% are women)	Calculation of number of individual stakeholders registered on the Platform	**Assumptions:** A1. Stakeholders contribute actively to the knowledge management platform, ensuring consistent data sharing and engagement; A2. Adequate technological and financial resources are available to maintain and expand the platform and associated knowledge exchange activities; A3. Marketing and visitor experience improvements are implemented effectively and resonate with target domestic and international audiences; A4. Demand for inclusive, high-quality, and conservation-oriented ecotourism experiences continues to grow, reinforcing the value of improved marketing and learning efforts. Risks: R1. National park authorities, local communities, and private sector stakeholders may not consistently contribute to or utilize the knowledge management platform and exchange schemes due to lack
	Indicator 14: Total number of best practices on wildlife-based ecotourism produced by the project and disseminated for replication to other Conservation Areas GBFF Action Area 1 (GBF Targets 1,3)	Annual reports from Conservation Areas in Indonesia Interviews with other Conservation Areas Publications and other project reports	0	>=3	>= 6	Analysis of annual reports from Conservation Areas in Indonesia, interviews with other Conservation Areas, and publications and other project reports	

	Indicator 15: % Increase in international visitors to target National Parks GBFF Action Area 4 (GBF Target 19)	Annual visitor records of 5 target NPs	Number of international visitors 2024: Tanjung Putting NP: 64,531 Way Kambas NP: 60 Baluran NP: 6,906 Alas Purwo National Park: 21,106 Wakatobi National Park: 3,140	>= 3% increase in annual number of international visitors in average for the target NPs from 2024 baseline	>=10% increase in annual number of international visitors in average for the target NPs from 2024 baseline	Analysis of annual visitor records of 5 target NPs	of incentives, awareness, or technical capacity R2. Marketing and visitor experience improvement efforts may fail to effectively attract domestic and international visitors due to weak branding, inadequate digital outreach, or lack of alignment with market trends and traveler preferences R3. Gender-responsive and socially inclusive approaches may not be fully integrated into knowledge-sharing, marketing, and visitor engagement strategies due to a lack of awareness, cultural barriers, or insufficient policy enforcement SESP Risk 1. Gender Disparities and Discrimination SESP Risk 6. Exclusion of Traditional Communities from Ecotourism Planning, Decision-making, and Revenue Sharing
Outputs under Outcome 4	**Output 4.1:** A knowledge management platform is established to collect and analyze lessons and best practices from wildlife-based ecotourism programs; **Output 4.2:** Knowledge exchange schemes are implemented to share best practices of wildlife-based ecotourism with other Conservation Areas in Indonesia; **Output 4.3:** Strategic Marketing and Visitor Experience Improvement Activities targeting domestic and international visitors are implemented in the five National Parks						
Component 5:	*Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project*						
Outcome 5. *Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project*	Indicator 16: Project rating by independent annual Quality Assurance Report confirmed by MTR and TE	UNDP QA Annual Reports MTR Report TE Report	None	Satisfactory or higher	Satisfactory or higher	Analysis of UNDP QA Report, MTR Report, and TE Report	**Assumptions:** A1. M&E system effectively engages a wide range of stakeholders, ensuring that diverse voices and perspectives are included; A2. Data collected through the M&E system is accurate, reliable, and comprehensive, providing a true reflection of the project's progress and impacts;
	Indicator 17. Percentage of local community stakeholders (disaggregated by gender) aware of the project Grievance Redress Mechanism (GRM) and its procedures, and percentage of women	Random sampling interviews with local communities participating in the project (in framework of Output 5.2)	0	>=40% of local stakeholders aware of GRM (>= 40% women satisfied with GRM)	>= 40% of local stakeholders aware of GRM (>= 40% women satisfied with GRM)	Random sampling questionnaire surveys in local communities (~ 1,000 respondents); calculation of the overall percentage and the percentage of women respondents who are aware of and	

	respondents who report satisfaction with the GRM GBFF Action Area 2 (GBF Targets 1,3), also Targets 21-23					satisfied with the GRM and its procedures	A3. Project team has the capacity and willingness to utilize M&E data to make adjustments and improvements to the project. **Risk:** R1. The M&E system might not effectively engage a wide range of stakeholders, including women and other marginalized groups, leading to incomplete or biased data SESP Risk 1. Gender Disparities and Discrimination SESP Risk 6. Exclusion of Traditional Communities from Ecotourism Planning, Decision-making, and Revenue Sharing
Outputs under Outcome 5	**Output 5.1:** Participatory, inclusive, and gender-responsive M&E system is implemented to measure the project effectiveness, and support Adaptive Management; **Output 5.2:** The project's Gender Action Plan and Environmental and Social Safeguards are implemented						

IV. MONITORING AND EVALUATION (M&E) PLAN

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.

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[160]. The costed M&E plan included below, and the Monitoring plan, will guide the GEF-specific M&E activities to be undertaken by this project.

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 during the Project Inception Workshop and will be detailed in the Inception Report.

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

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 Framework and other safeguard requirements; project grievance mechanisms; 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.
h. Deliver and agree on the final TOR of the Project Board that describes clearly the function, the obligations, and the rights of each member entity or representative according to UNDP and GEF rules, regulations, and procedures;
i. Formally launch the Project.

GEF Project Implementation Report (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

GEF Core Indicators: The GEF Core indicators included as Annex 16 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating 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.

Independent Mid-term Review (MTR): An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the review process and the final MTR report will follow the standard templates

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

and guidance for 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/clearance that is required prior to submission.

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.

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired 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. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/NCE. The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by July 2028. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE): 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/clearance that is required prior to submission.

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).

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.

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 BPPS NCE.

The final TE report will be publicly available in English and posted on the UNDP ERC by August 2030. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF.

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

Final Report: The project's terminal 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.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the monitoring and evaluation plans (see the sections *Monitoring Plan* and *Evaluation Plan*).

Monitoring Plan

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. The baseline data for one PRF indicator (Indicator 12) will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity: track results progress					
Indicators	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Project Objective: *To enhance biodiversity conservation in Indonesia's conservation areas through the development and implementation of wildlife-based ecotourism, ensuring inclusive local community engagement and long-term economic benefits*					
Mandatory Indicator 1: Improved Management of Terrestrial Protected Areas (GEF Core Indicator 1.2), ha: Tanjung Puting NP (412,240.5 ha) Way Kambas NP (125,621.3 ha) Baluran NP (29,751.2 ha) Alas Purwo NP (44,037 ha)	**MTR:** 611,650 ha Tanjung Puting NP: 76 Way Kambas NP: 74 Baluran NP: 76 Alas Purwo NP: 83 **EoP:** 611,650 ha Tanjung Puting NP: 79 Way Kambas NP: 77 Baluran NP: 79 Alas Purwo NP: 86	The project targets to improve management of four terrestrial National Park via development of inclusive and effective wildlife-based ecotourism programs contributing to conservation	Mid-term and Project closure	PMU	Verification will be through calculation of METT Score for each National Park
Mandatory Indicator 2: Improved Management of Marine Protected Areas, ha (GEF Core Indicator 2.2): Wakatobi NP (1,320,987 ha)	**MTR:** 1,320,987 ha Wakatobi NP: 85 **EoP:** 1,320,987 ha Wakatobi NP: 88	The project targets to improve management of marine Wakatobi NP via development of inclusive and effective wildlife-based ecotourism programs contributing to conservation	Mid-term and Project closure	PMU	Verification will be through calculation of METT Score for the National Park
Mandatory Indicator 3: Number of direct project beneficiaries disaggregated by gender (individual people) (GEF Core Indicator 11)	**MTR:** >= 2,000 (40% are women) **EoP:** >= 6,000 (40% are women)	The target is an estimated population of 1,540 households that will be directly involved in the project with 3.9 people/household [161], including local and traditional communities, NP staff, local government, National Agencies, private sectors, and NGOs. The people will benefit directly from involvement in the project trainings and implementation of ecotourism initiatives; job creation and income generation as a result of the ecotourism development; inclusive	Annually	PMU	Verification will include analysis of lists of stakeholders participating in project activities, community surveys, and monitoring and evaluation (M&E) reports, including Mid-Term and Terminal Evaluation Reports.

[161] https://pmc.ncbi.nlm.nih.gov/articles/PMC10195572/?utm_source=chatgpt.com

		decision making and women empowerment in ecotourism programs; ensuring cultural heritage is preserved and valued around the NPs			
Outcome 1. *Coherent Planning, Policy, Regulatory, and Monitoring Framework Supports Wildlife-Based Ecotourism Management in and around Conservation Areas*					
Indicator 4: Presence of the Conservation Areas' Wildlife-Based Ecotourism National Action Plan	**MTR:** Wildlife-Based Ecotourism National Action Plan for CAs is developed and agreed with stakeholders **EoP:** Wildlife-Based Ecotourism National Action Plan for CAs is approved by GoI and implemented	Under Output 1.1 the project targets to develop and facilitate approval of the Conservation Areas' Wildlife-Based Ecotourism National Action Plan	Annually	PMU	Verification will include reviewing the GoI's decisions on the endorsement of the Conservation Areas' Wildlife-Based Ecotourism National Action Plan
Indicator 5. Number of Wildlife-based Ecotourism Standards and Monitoring Frameworks for CA endorsed by MoFor and implemented	**MTR:** >= 3 standards developed and agreed with stakeholders; 1 monitoring framework developed and agreed with stakeholders **EoP:** >= 3 standards approved by MoFor and implemented; 1 monitoring framework approved by MoFor and implemented	By the end of the project, at least 3 wildlife ecotourism standards and 1 monitoring framework will be implemented in Conservation Areas (Outputs 1.2 and 1.4)	Annually	PMU	Verification will involve reviewing the GoI's decisions on the endorsement of wildlife tourism standards and monitoring framework for Conservation Areas
Indicator 6. Number financial mechanisms for sustainable financing of wildlife-based ecotourism in conservation areas introduced to target NPs	**MTR:** >=3 financial mechanisms are identified; 2 of them tested **EoP:** >=1 financial mechanisms operationalized for target NPs	By the end of the project, at least 2 financial mechanisms will be operational to re-invest ecotourism revenue in conservation at the target NPs (Output 1.3)	Annually	PMU	Verification will involve reviewing GoI decisions on financial mechanism to return ecotourism income to NPs and target NP experience on the financial mechanisms
Outcome 2. *Enhanced management capacities and infrastructure in five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services*					
Indicator 7: Number of National Parks with officially adopted and implemented Wildlife-Based Ecotourism Action Plans	**MTR:** >= 2 **EoP:** 5	Under Output 2.1 the project targets to develop and operationalize Wildlife-Based Ecotourism Action Plans for 5 target NPs	Annually	PMU	Verification will be conducted through the analysis Wildlife-Based Ecotourism Action Plans of target NPs and reports on implementation on their implementation
Indicator 8. Increase in annual wildlife-based ecotourism revenue in the five National Parks	**MTR:** Increase by 3% from the 2024 baseline in average for five parks **EoP:** Increase by 10% from the 2024 baseline in average for five	Under Output 2.4 the project will develop and operationalize high-yield wildlife-based ecotourism products for 5 target NPs with idea to increase NPs revenue. Financial	Annually	PMU	Verification will involve reviewing records of total annual ecotourism revenue per National Park

	parks; with >=50% of total ecotourism revenue directly reinvested in 5 target NPs	mechanisms (Output 1.3) and marketing campaign for 5 target NPs (Output 4.3) will also contribute to the revenue increase.			
Indicator 9. Number of park management staff and community members who successfully completed trainings in wildlife-based ecotourism planning, management, and service delivery	**MTR:** >= 300 (40% are women) **EoP:** >= 600 (40% are women)	Under Output 2.3 the project will provide training on wildlife-based ecotourism planning and management to 700 NP staff and local people: it is expected that from them at least 600 will successfully complete the trainings and obtain certificates of completion	Annually	PMU	Verification will involve analysis of training Reports and list of trainees certified
Indicator 10. Wildlife-disturbance incidents per 1,000 visitors (feeding, chasing, loud noise, flash photography, violation of minimum-distance guidelines, etc) in five NPs	**MTR:** >= 15% decrease in number of incidents in average in 5 NPs **EoP:** >= 40% decrease in number of incidents in average in 5 NPs	Under Output 1.2 the project will produce wildlife-based ecotourism standards and guidelines that will be implemented under Component 2 (Output 2.1, 2.3, and 2.4)	Annually	PMU	Verification will involve analysis of ranger and tourist guide reports of the NPs
Outcome 3. *Community-led wildlife-based ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife*					
Indicator 11: Total number of new community-led initiatives in wildlife-based ecotourism near target NPs started and implemented in the project framework	**MTR:** >= 10 **EoP:** >= 25	By the end of the project, at least 25 new community-led initiatives in wildlife-based ecotourism near target NPs will started and implemented (Outputs 3.1 and 3.2)	Annually	PMU	Verification will involve reviewing activity reports for the Outputs 3.1 and 3.2, and interviews of local communities
Indicator 12: Total number of local people earning income in wildlife-based ecotourism programs in the target NPs as tourist operators, guides, or other service providers	**MTR:** >= 200 (40% are women) **EoP:** >= 500 (40% are women)	By the end of the project, at least 500 local people will be directly involved in wildlife-based ecotourism programs in the target NPs and around them and earn income (Outputs 3.1 and 3.2)	Annually	PMU	Verification will include analysis of cooperation agreements between NPs and local community members, and interviews of local communities
Outcome 4. *Improved marketing, learning and biodiversity conservation from the five National Parks' wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive*					
Indicator 13: Number of users registered on and utilizing the Knowledge Management Platform for Wildlife-based Ecotourism	**MTR:** >= 150 (40% are women) **EoP:** >= 1,000 (40% are women)	This indicator will measure number of people registered on and actively using the Knowledge Management Platform for Wildlife-based Ecotourism established by the project (Output 4.1)	Annually	PMU	Verification will involve calculation of number of individual stakeholders registered on the Platform
Indicator 14: Total number of best practices produced the project and disseminated for replication to other Conservation Areas	**MTR:** >=3 **EoP:** >= 6	By the end of the project, at least 6 best practices developed by the project will be disseminated for replication to other Conservation	Annually	PMU	Verification will involve analyzing annual reports from Conservation Areas in Indonesia, interviews with

		Areas in Indonesia (Outputs 4.1 and 4.2)			other Conservation Areas, and publications and other project reports
Indicator 15: % Increase in international visitors to target National Parks	**MTR:** >= 3% increase in annual number of international visitors in average for five NPs from 2024 baseline **EoP:** >=10% increase in annual number of international visitors in average for five NPs from 2024 baseline	By the end of the project, it is expected that number of international tourists in the target NPs will increase by at least 10% as a result of active marketing and visitor experience evaluation campaigns (Output 4.3)	Annually	PMU	Verification will involve analysis of annual visitor records of 5 target NPs
Outcome 5. *Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project*					
Indicator 16: Project rating by Quality Assurance Report confirmed by MTR and TE	**MTR:** Satisfactory **EoP:** Satisfactory	This simple indicator will monitor annual QA Report rating for the project and will validate it through MTR and TE procedure. The project should maintain a rating of "Satisfactory" or higher for its performance (Output 5.1)	Annually	PMU, MTR and TE Consultants	Verification will involve reviewing the UNDP Quality Assurance Reports, as well as the Mid-Term and Terminal Evaluation reports, to confirm the project's rating.
Indicator 17. Percentage of local community stakeholders (disaggregated by gender) aware of the project Grievance Redress Mechanism (GRM) and its procedures, and percentage of women respondents' who report satisfaction with the GRM	**MTR:**>=30% of local stakeholders aware of GRM (>= 40% women satisfied with GRM) **EoP:** >= 40% of local stakeholders aware of GRM (>= 40% women satisfied with GRM)	This indicator will count percentage of local people in the communities around the target NPs who are aware and satisfied with the project Grievance Redress Mechanism (GRM) and its procedures.(Output 5.2). The data will be collected via random surveys of ~1,000 stakeholders in local communities, stratified to ensure that women comprise at least 40% of the sample.	Mid-term and Project closure	PMU, MTR and TE Consultants	Verification will involve review of random questionnaire surveys in local communities

Monitoring Activity: all M&E activities			
Activities	**Frequency/Timeframe**	**Expected Action**	**Partners (if joint)**
Inception Workshop and Report	Inception Workshop within 2 months of the 1st Disbursement	As per above description: review of the project PRF and M&E plan	NA
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.	NA
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.	NA

Monitor SESP, ESMF, Stakeholder Engagement Plan and Community Engagement Plans, Gender Action Plan, Climate and Disaster Risk Screening	ongoing	The documents will be updated if required by changing situation with the project	NA
Supervision Missions	Annually	Will be organized by PMU and UNDP CO	NA
Learning and Learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions. Ideally it should be done on quarterly basis, or at least once every 6 months	NA
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by UNDP CO and project management and used to inform decisions to improve project performance	NA
Project Assurance Report (PAR)	Semester	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections reflected in the Annual Workplans	
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 reflected in the Annual Workplans	NA
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	NA
Project Review (Project Board)	Annually, or on demand from the PMU	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	NA

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)	NA	Signature Solution 4 – Environment: Outcome 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods	UNSDCF 2021-2025 Outcome 3: Institutions, communities, and people actively apply and implement low-carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender-sensitive	July 10, 2028	PJLKK, KLHK, Kemenparekraf, KKP, Kemendagri, Tanjung Putting NP, Way Kambas NP, Baluran NP, Alas Purwo NP, Wakatobi NP, Local and Traditional Communities, village cooperatives, tour operators, Conservation NGOs, academic and reserch institutions, UNDP CO
Independent Terminal Evaluation (TE)	NA	Signature Solution 4 – Environment: Outcome 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods	UNSDCF 2021-2025 Outcome 3: Institutions, communities, and people actively apply and implement low-carbon development, sustainable natural resources management, and disaster	August 10, 2030	PJLKK, KLHK, Kemenparekraf, KKP, Kemendagri, Tanjung Putting NP, Way Kambas NP, Baluran NP, Alas Purwo NP, Wakatobi NP, Local and Traditional Communities, village cooperatives, tour operators, Conservation NGOs, academic and reserch institutions, UNDP CO

			resilience approaches that are all gender-sensitive		

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Project Management Unit (PMU)	**Indicative costs (US$)**
Inception Workshop and Report	3,000
M&E required to report on progress made in reaching GEF core indicators (including METT assessment for target National Parks) and project results included in the project results framework (will be done by the PMU in framework of the project management)	0
Preparation of the annual GEF Project Implementation Report (PIR)	0
Monitoring of ESMF, GRM, Gender Action Plan, Stakeholder Engagement Plan and Community Engagement Plans (partial salary of Safeguard and Gender Mainstreaming Specialist National Consultant to conduct Environmental Risk Profiling and Social and Gender Assessments at 5 project site, relevant travel expenses to manage and monitor SES implementation, and trainings for project staff, park management, and key stakeholders on the application of GAP, SEP, ESMF, and GRM)	105,500
Supervision missions by the PMU to the project sites (travel)	25,000
Learning missions by the PMU to the project sites (travel)	25,000
Independent Mid-Term Review (MTR): costs associated with conducting the independent review/evaluation to be commissioned by UNDP not the Implementing Partner or PMU.	32,000
Independent Terminal Evaluation (TE): costs associated with conducting the independent evaluation to be commissioned by UNDP not the Implementing Partner or the PMU	41,500
TOTAL indicative Cost:	**232,000** (3.8% of the GBFF budget)

V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: Roles and Responsibilities of the Project's Governance Mechanism:

Implementing Partner: The Implementing Partner for this project is the **Ministry of Forestry** (Directorate of Environmental Services (Dit. PJL)). An overall risk rating of Low was concluded in the Annex 18. HACT Micro Assessment of MoFor.

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 (see Annex 18. HACT Micro-Assessment for MoFor and Annex 18a. Partners Capacity Assessment Tool (PCAT) for MoF).

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

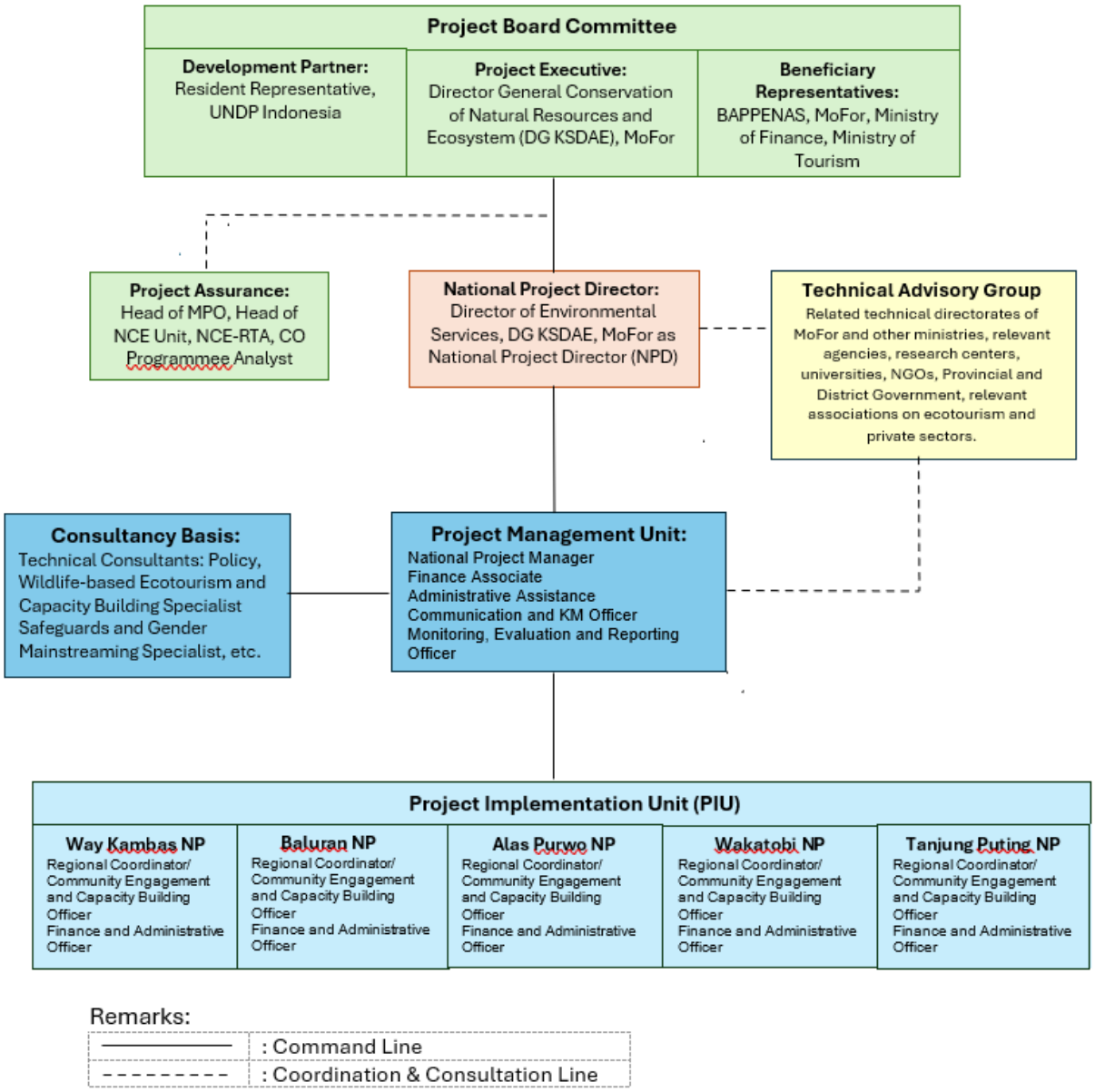
- Project planning, coordination, management, monitoring, evaluation, and reporting. This includes providing all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive 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 multi-year 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

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter 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.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Second line of defence: Regional Bureau oversees Resident Representative and Country Office compliance at portfolio level. BPPS RTA oversees technical quality assurance and GEF compliance. BPPS NCE PTA oversees RTA functions. UNDP GEF Executive Coordinator and Regional Bureau Deputy Director can revoke DOA/cancel/suspend project or provide enhanced oversight.

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

Section 2: Project Governance Structure:



Section 3: Segregation of Duties and Firewalls vis-à-vis UNDP Representation on the Project Board:

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

In this case, UNDP is only performing an implementation oversight role in the project vis-à-vis our role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties has been assured.

Section 4: Roles and Responsibilities of the Project Organization Structure

Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project (see full ToR for the project Board in the Annex 15. Terms of Reference for Project Board and Project Team)

The two main (mandatory) roles of the project board are as follows:

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

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the project manager and project assurance;

- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realization of co-financing amounts of this project.
- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programs.
- Ensure coordination with various government agencies and their participation in project activities.

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

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). 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 the **Director General Conservation of Natural Resources and Ecosystem, MoFor.**

2. **Beneficiary Representative(s):** 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, overseeing the planning, implementation, monitoring and evaluation process. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfill this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representatives are the Ministry of National Development Planning/National Development Planning Agency (Bappenas), Ministry of Finance, Ministry of Home Affairs, Ministry of Tourism,**Provincial and Regency Regional Development Planning Agency (BAPPEDAs).**

3. **Development Partner(s):** 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**UNDP Indonesia.**

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

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g., global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is the **UNDP CO Programme Officer.**

b) **Project Management – Execution of the Project:** The **National Project Manager** (**NMP)** is the senior most representative of the Project Management Unit (PMU). NMP 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 PM 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. For this project NMP will be involved in the project management (67% of work time) and also in the technical support of the Component 1 (33% of work time). The PMU (based at MoFor headquarters in Jakarta) will also include **Finance Associate** and **Administrative Assistant** involved in the project management 100% of work time, **Communication and KM Officer** (50% work time employment) responsible for delivery of the Component 4, and **Monitoring, Evaluation and Reporting Officer** (50% work time employment) responsible for delivery of the Output 5.1. PMU will be supported by two National Consultants: **Policy, Wildlife-based Ecotourism, and Capacity Building Specialist** responsible for delivery Components 1-3, and **Safeguards and Gender Mainstreaming Specialist** responsible for delivery of the Output 5.2. Additionally, the project will have five **Project Implementation Units (PIUs)** responsible for the project output delivery at National Park level. Each PIU will consist of two officers: **Regional Coordinators/Community Engagement and Capacity Building Officer** (responsible for delivery of all project outputs at a particular National Park) and **Regional Finance and Administrative Officers** (responsible for financial and administrative planning and reporting at a particular National Park). PIUs will be located at the administrative offices of target National Parks, will work in full coordination with and under supervision of PMU, and will report to the NPM. The PIUs will be supported by the **Technical Advisory Groups** composed of representatives of Provincial and Regency Regional Development Planning Agency (BAPPEDAs), provincial universities, research centers, NGOs, and private sector. The Technical Advisory Groups will be directly involved in delivery of the project Outputs at each National Park. The National Project Manager will be a designated representative of the PMU who is expected to attend all board meetings and support board processes as a non-voting representative. Thus, the primary PMU representative attending board meetings is the **National Project Manager.** ToRs of the PMU staff are described in the Annex 15. Terms of Reference for Project Board and Project Team.

VI. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD $27,192,695. This is financed through a GBFF grant of US$ 6,192,695 to be administered by UNDP and additional co-financing support of US$ 21,000,000. UNDP, as the GBFF Implementing Agency, is responsible for the oversight of the GBFF resources and the cash co-financing transferred to UNDP bank account only.

Confirmed Co-financing: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GBFF PIF and will be reported to the GBFF during the mid-term review and terminal evaluation process as follows:

Table 8. Co-financing

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount ($)
Government	Ministry of Forestry	In-kind (MoFor staff time, PMU office, National Park operational expenses, other support related to the project)	Recurrent expenditures	21,000,000
Total Co-financing				**21,000,000**

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:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain expenditure 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.

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).

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

For any extension request, UNDP CO 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 CO resources) can be identified.

All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

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.

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, however **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[162]. The transfer should be done before Project Management Unit complete their assignments.

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.

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.

- **Operational 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.
- **Financial 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.

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).

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

[162] See https://popp.undp.org/ https://popp-prod.acquia.undp.org/policy-page/close-and-transition.

VII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Business Unit	UNDP-IDN		
Quantum Project ID:	01005365	Quantum Project Title:	*Full-Sized GBFF WILDLIFE ECOTOURISM*
Quantum Award ID:	1537467	Quantum Award Title:	*Full-Sized GBFF WILDLIFE ECOTOURISM*
UNDP-GEF PIMS No.	9987		
Implementing Partner	*Ministry of Forestry - Directorate of Environmental Services*		

Quantum Outcome (GEF Component)	Quantum Output and Activity (GEF Outcome)	Quantum Responsible Party	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	2026 (USD)	2027 (USD)	2028 (USD)	2029 (USD)	2030 (USD)	Total (USD)	See Budget Note:
Component 1. Strengthening the enabling framework for wildlife-based ecotourism management in Conservation Areas and around them	*Outcome 1. Coherent planning, policy, regulatory and monitoring framework supports wildlife-based ecotourism management in conservation areas and around them*	*MoFor*	*62182*	*10003*	*71300*	*Local Consultants*	71,500	146,500	7,000	7,000	7,000	239,000	1
					71600	*Travel*	25,000	60,000	20,000	10,000	-	115,000	2
					71800	*Contractual Services - Impl Partner*	21,400	27,400	27,400	27,400	27,400	131,000	3
					72100	*Contractual Services - Companies*	30,000	55,000	85,000	-	-	170,000	4
					72800	*IT Equipment*	20,000	50,000	30,000	-	-	100,000	5
					75700	*Trainings, workshops & conferences*	65,000	130,000	120,000	75,000	20,000	410,000	6
	Total Outcome 1						**232,900**	**468,900**	**289,400**	**119,400**	**54,400**	**1,165,000**	
Total Component 1							**232,900**	**468,900**	**289,400**	**119,400**	**54,400**	**1,165,000**	
Component 2. Improving capacities for wildlife-based ecotourism development in five National Parks	*Outcome 2. Enhanced management capacities and infrastructure of five National Parks and adjacent local communities to plan, manage and monitor wildlife-based ecotourism products and services*	*MoFor*	*62182*	*10003*	*71300*	*Local Consultants*	24,600	36,600	15,600	15,600	15,600	108,000	7
					71600	*Travel*	5,000	15,000	10,000	-	-	30,000	8
					71800	*Contractual Services - Impl Partner*	18,000	18,000	18,000	18,000	18,000	90,000	9
					72100	*Contractual Services - Companies*	15,000	450,000	455,000	430,000	188,500	1,538,500	10
					72200	*Equipment & Furniture*	-	119,250	120,000	120,000	112,055	471,305	11
					75700	*Trainings, workshops & conferences*	-	40,000	40,000	-	-	80,000	12
	Total Outcome 2						**62,600**	**678,850**	**658,600**	**583,600**	**334,155**	**2,317,805**	

Total Component 2							**62,600**	**678,850**	**658,600**	**583,600**	**334,155**	**2,317,805**	
Component 3. Implementation of community-led wildlife-based ecotourism products and services in five National Parks	*Outcome 3. Community-led wildlife-based ecotourism practices are sustainably managed to boost local economies, promote social cohesion, and protect nature and wildlife*	*MoFor*	*62182*	*10003*	*71300*	*Local Consultants*	33,500	14,000	14,000	14,000	14,000	89,500	13
					71600	*Travel*	5,000	4,000	4,000	4,000	-	17,000	14
					71800	*Contractual Services - Impl Partner*	12,000	18,000	18,000	18,000	18,000	84,000	15
					72100	*Contractual Services - Companies*	-	200,000	225,000	225,000	100,000	750,000	16
					72600	*Grant*	-	144,000	144,000	125,000	-	413,000	17
	Total Outcome 3						**50,500**	**380,000**	**405,000**	**386,000**	**132,000**	**1,353,500**	
Total Component 3							**50,500**	**380,000**	**405,000**	**386,000**	**132,000**	**1,353,500**	
Component 4. Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning	*Outcome 4. Improved marketing, learning and biodiversity conservation in five National Parks via wildlife-based ecotourism programs that are inclusive, sustainable, and gender-responsive*	*MoFor*	*62182*	*10003*	*71300*	*Local Consultants*	1,500	21,500	11,500	6,500	6,500	47,500	18
					71600	*Travel*	-	15,000	15,000	15,000	10,000	55,000	19
					71800	*Contractual Services - Impl Partner*	30,000	36,000	36,000	36,000	36,000	174,000	20
					72100	*Contractual Services - Companies*	-	-	-	230,000	70,000	300,000	21
					72800	*IT Equipment*	-	3,000	-	-	-	3,000	22
					75700	*Trainings, workshops & conferences*	-	10,000	50,000	125,000	65,000	250,000	23
	Total Outcome 4						**31,500**	**85,500**	**112,500**	**412,500**	**187,500**	**829,500**	
Total Component 4							**31,500**	**85,500**	**112,500**	**412,500**	**187,500**	**829,500**	
Component 5. Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project	*Outcome 5. Effective project performance through inclusive, participatory, and gender-responsive Monitoring and Evaluation (M&E) systems, enabling Adaptive Management of the project*	*MoFor*	*62182*	*10003*	*71300*	*Local Consultants*	31,500	1,500	1,500	1,500	1,500	37,500	24
					71600	*Travel*	27,000	19,000	19,000	19,000	19,000	103,000	25
					75700	*Trainings, workshops & conferences*	8,000	5,000	5,000	-	-	18,000	26
		Total MoFor					**66,500**	**25,500**	**25,500**	**20,500**	**20,500**	**158,500**	
		UNDP	*62182*	*10003*	*71200*	*International Consultants*	-	-	19,500	-	26,000	45,500	27
					71300	*Local Consultants*	-	-	6,000	-	9,000	15,000	28
					71600	*Travel*			6,500		6,500	13,000	29
		Total UNDP					**-**	**-**	**32,000**	**-**	**41,500**	**73,500**	
	Total Outcome 5						**66,500**	**25,500**	**25,500**	**20,500**	**20,500**	**232,000**	
Total Component 5							**66,500**	**25,500**	**25,500**	**20,500**	**20,500**	**232,000**	
	PMC	*MoFor*	*62182*	*10003*	*71600*	*Travel*	5,000	5,000	5,000	5,000	3,390	23,390	30

Project Management Cost (PMC)					*71800*	*Contractual Services - Impl Partner*	40,400	40,400	40,400	40,400	40,400	202,000	31
					72200	*Equipment & Furniture*	6,000	-	-	-	-	6,000	32
					72500	*Supplies*	1,500	1,500	1,500	1,500	1,500	7,500	33
					72800	*IT Equipment*	6,000	-	-	-	-	6,000	34
					75700	*Trainings, workshops & conferences*	4,000	4,000	4,000	4,000	4,000	20,000	35
		Total MoFor					62,900	50,900	50,900	50,900	49,290	264,890	
		UNDP	*62182*	*10003*	*74100*	*Professional Services*	6,000	6,000	6,000	6,000	6,000	30,000	36
		Total UNDP					6,000	6,000	6,000	6,000	6,000	30,000	
Total Project Management Cost							**68,900**	**56,900**	**56,900**	**56,900**	**55,290**	**294,890**	
Total Project Grant							**512,900**	**1,695,650**	**1,547,900**	**1,578,900**	**783,845**	**6,192,695**	

Budget Notes

Budget note number		Description
Component 1. Strengthening the enabling framework for wildlife-based ecotourism management in Conservation Areas and around them		
1	**Local Consultants ($239,000):**	
	1	National Consultant to draft Wildlife-based Ecotourism National Action Plan (NAP) for Conservation Areas: $300/day * 230 days = $69,000 for Years 1 and 2 (Output 1.1);
	2	National consultant to conduct Scoped Strategic Environmental and Social Assessment (sSESA) for the NAP: $300/day * 10 days = $3,000 for Year 1 (Output 1.1);
	3	National Consultant to review existing wildlife ecotourism standards and guidelines, develop required standards and guidelines, conduct stakeholder consultations and pilot the standards and guidelines in 5 NPs, prepare final documents for official adoption: $300/day* 330 days = $99,000 for Years 1 and 2 (Output 1.2);
	4	National consultant to conduct Scoped Strategic Environmental and Social Assessment (sSESA) for wildlife ecotourism standards and guidelines: $300/day * 10 days = $3,000 for Year 1 (Output 1.2);
	5	National consultant to review existing monitoring frameworks, develop an integrated monitoring framework, test the framework in five target national parks, including trainings for NP staff, and develop digital tools and data management systems for conservation areas, produce final documentation for MoFor approval: $300/day * 100 days = $30,000 for Years 1 and 2 (Output 1.4);
	6	Policy, Wildlife-based Ecotourism, and Capacity Building Specialist: $200/day * 20 days * 5 years = $20,000 (100 days out of 540 days total) to support technical delivery of Outputs under Component 1;
	7	Safeguards and Gender Mainstreaming Specialist: $150/day * 20 days * 5 years = $15,000 (100 days out of 600 days total) to support SES implementation under Component 1
2	**Travel ($115,000):**	
	1	Travel for the NAP National Consultant to selected provinces and Conservation areas to discuss the NAP with key stakeholders: $30,000 for Years 1 and 2(Output 1.1);

	2	Travel for National Consultant on wildlife ecotourism standards and guidelines to the target National Parks: $30,000 for Year 1 and 2 (Output 1.2);
	3	Travel for National Consultant and MoFor to 5 target NPs to set up and manage the ecotourism monitoring framework: $55,000 total for Years 1-4 (Output 1.4)
3	**Contractual Services - Impl Partner ($131,000):**	
	1	National Project Manager (NPM) salary: $2,350/month * 4 months * 5 years = $47,000 - technical contribution to the Outputs under Component 1, other NMP salary is budgeted under PMC;
	2	Regional Coordinators/Community Engagement and Capacity Building Officers (one per target NP): 5 staff * $700 * 14 months = $49,000 (out of 57 months total) to support delivery of Outputs for Component 1 at the National Parks;
	3	Regional Finance and Administrative Officers (one per target NP): 5 staff * $500 * 14 months = $35,000 (out of 57 months total) to support delivery of Outputs for Component 1 at the National Parks.
4	**Contractual Services - Companies ($170,000):**	
	1	Contract with a selected company for publication of the approved Wildlife Ecotourism NAP: $5,000 for Year 2 (Output 1.1);
	2	Contract with selected company for publication of ecotourism guidelines and standards for Conservation Areas: $10,000 for Year 3 (Output 1.2);
	3	Contract with selected partner (organization) to assess of current financial flows, identify and assess feasibility of financial mechanisms for conservation areas, design and pilot selected financial mechanisms in target National Parks: $150,000 for Years 1-3 (Output 1.3);
	4	Contract with a selected company for publication of the monitoring framework: $5,000 for Year 3 (Output 1.4)
5	**IT Equipment ($100,000):**	
	1	IT Equipment for target NPs and MoFor to implement ecotourism impact monitoring framework (computers, iPads, SMART devices, camera traps, etc.): $100,000 total for Years 1-3 (Output 1.4)
6	**Trainings, workshops & conferences ($410,000):**	
	1	Workshops to discuss and confirm the Wildlife Ecotourism NAP with key stakeholders and to disseminate the NAP: $80,000 for Years 1-4 (Output 1.1);
	2	Workshop to discuss, confirm, and introduce the ecotourism standards and guidelines to Conservation Areas: $120,000 for Years 1-4 (Output 1.2);
	3	Training and workshops for Conservation Areas to introduce financial mechanisms in ecotourism management: $110,000 for Years 2-5 (Output 1.3);
	4	Workshops for Conservation Areas to introduce the integrated monitoring framework for ecotourism impact: $100,000 for Years 1-4 (Output 1.4)
Component 2. Improving capacities for wildlife-based ecotourism development in five National Parks		
7	**Local Consultants ($108,000):**	
	1	National Consultant to develop wildlife-based Ecotourism Action Plans for 5 National Parks: $300/day * 100 days = $30,000 for Years 1-2 (Output 2.1);
	2	Policy, Wildlife-based Ecotourism, and Capacity Building Specialist: $200/day * 48 days * 5 years = $48,000 (240 days out of 540 days total) to support technical delivery of Outputs under Component 2;
	3	Safeguards and Gender Mainstreaming Specialist: $150/day * 40 days * 5 years = $30,000 (200 days out of 600 days total) to support SES implementation under Component 2.
8	**Travel ($30,000):**	
	1	Travel for National Consultant on NP wildlife-based Ecotourism Action Plans and MoFor to the target NPs for meetings, collecting data, and development of the Action Plans: $30,000 for Years 1-3 (Output 2.1)
9	**Contractual Services - Impl Partner ($90,000):**	

	1	Regional Coordinators/Community Engagement and Capacity Building Officers (one per target NP): 5 staff * $700 * 15 months = $52,500 (out of 57 months total) to support delivery of Outputs for Component 2 at the National Parks;
	2	Regional Finance and Administrative Officers (one per target NP): 5 staff * $500 * 15 months = $37,500 (out of 57 months total) to support delivery of Outputs for Component 2 at the National Parks.
10	**Contractual Services - Companies ($1,538,500):**	
	1	Contract with selected company for publication of the Ecotourism Action Plans for 5 NPs: $5,000 for Year 3 (Output 2.1);
	2	Contracts with selected partners (organizations) to conduct needs assessment for each park, and develop and upgrade infrastructure for wildlife-based ecotourism: $1,053,500 for Years 1-5 (Output 2.2);
	3	Contracts with selected partners (organizations) to conduct need assessments, design targeted training program on wildlife-based ecotourism, and train NP staff and local people, including Trainings for Trainers: $240,000 for Years 2-5 (Output 2.3);
	4	Contracts with selected partners (organizations) to design and develop unique wildlife ecotourism products, test it, provide specific trainings to NP staff and local communities to implement it, and develop branding and promotional materials for the products: $240,000 for Years 2-4 (Output 2.4)
11	**Equipment & Furniture ($471,305):**	
	1	Procurement of necessary equipment to support wildlife-based tourism operations at the target parks, including safety gear for staff, guides, and visitors (e.g., safety clothing, footwear), communication devices for emergency response and park management, binoculars, camera-traps, telescopes, diving gear, snorkeling gear, life vests, buoys, boat gear, communication tools for boat-based activities, solar panels, other renewable energy systems for facility power supply, recycling equipment, office equipment: $471,305 for Years 2-5 (output 2.2)
12	**Trainings, workshops & conferences ($80,000):**	
	1	Workshops with 5 target NPs on the Ecotourism Action Plans development: $80,000 for Years 2 and 3 (Output 2.1)
Component 3. Implementation of community-led wildlife-based ecotourism products and services in five National Parks		
13	**Local Consultants ($89,500):**	
	1	Policy, Wildlife-based Ecotourism, and Capacity Building Specialist: $200/day * 40 days * 5 years = $40,000 (200 days out of 540 days total) to support technical delivery of Outputs under Component 3;
	2	Safeguards and Gender Mainstreaming Specialist: $150/day * 40 days * 5 years= $30,000 (200 days out of 600 days total) to support SES implementation under Component 3;
	3	National Consultant to develop SES Community Engagement Plans for 5 project sites: $300/day * 65 days = 19,500, Year 1 (Output 3.2)
14	**Travel ($17,000):**	
	1	Travel for National Consultant to develop SES Community Engagement Plans for 5 project sites: $5,000 for Year 1 (Output 3.2);
	2	Travel for Safeguards and Gender Mainstreaming Specialist for Small Grants Safeguards orientation, screening, and monitoring in 5 project sites: $12,000 Years 2-4 (Output 3.2)
15	**Contractual Services - Impl Partner ($84,000):**	
	1	Regional Coordinators/Community Engagement and Capacity Building Officers (one per target NP): 5 staff * $700 * 14 months = $49,000 (out of 57 months total) to support delivery of Outputs for Component 3 at the National Parks;
	2	Regional Finance and Administrative Officers (one per target NP): 5 staff * $500 * 14 months = $35,000 (out of 57 months total) to support delivery of Outputs for Component 3 at the National Parks.
16	**Contractual Services - Companies ($750,000):**	

	1	Contracts with selected partners (organizations) for development and implementation of tailored awareness and traditional environmental knowledge campaign program at 5 target National Parks to integrate traditional knowledge in wildlife-based ecotourism: $400,000 for Years 2-5 (Output 3.1);
	2	Contracts with selected partners (organizations) to support development and implementation of community-led guided tours and wildlife experiences at 5 National Parks: $350,000 for Years 2-5 (Output 3.2)
17	**Grants ($413,000):**	
	1	Small grants for local communities (LVGs as per UNDP policy) to support wildlife ecotourism projects in and around target NPs: $413,000 f0r Years 2-4 (Output 3.2). Use of grant budget line shall follow UNDP LVG policies.
Component 4. Knowledge Management to improve wildlife-based ecotourism programs and marketing strategies through effective and gender-inclusive learning		
18	**Local Consultants ($47,500):**	
	1	National Consultant to design knowledge management platform at MoFor, develop content, train MoFor and Conservation Area staff, and maintain the platform: $200/day * 200 days = $40,000 for Years 2-5 (Output 4.1);
	2	Safeguards and Gender Mainstreaming Specialist: $150/day * 10 days * 5 years = $7,500 (50 days out of 600 days total) to support SES implementation under Component 4
19	**Travel ($55,000):**	
	1	Travel expenses for PMU and project partners to participate in the international meeting and knowledge exchange events; $55,000 for Years 2-5 (Output 4.2)
20	**Contractual Services - Impl Partner ($174,000):**	
	1	Salary of Communication and KM Officer: $1,500/month * 60 months (50% of time employment) = $45,000 (Output 4.2);
	2	Salary of Monitoring, Evaluation and Reporting Officer: $1,500/month * 60 months (50% of time employment) = $45,000 (Output 4.2);
	3	Regional Coordinators/Community Engagement and Capacity Building Officers (one per target NP): 5 staff * $700 * 14 months = $49,000 (out of 57 months total) to support delivery of Outputs for Component 4 at the National Parks;
	4	Regional Finance and Administrative Officers (one per target NP): 5 staff * $500 * 14 months = $35,000 (out of 57 months total) to support delivery of Outputs for Component 4 at the National Parks.
21	**Contractual Services - Companies ($300,000):**	
	1	Contracts with selected partners (organizations) to produce KM, best practices, and lessons learned publications: $50,000 for Years 4-5 (Output 4.2);
	2	Contracts with selected partners (organizations) to develop Park-Specific Marketing Strategies, Create a National Parks Branding Campaign, Strengthen Digital Presence and Online Booking Systems: $250,000 for Years 4-5 (Output 4.3)
22	**IT Equipment ($3,000):**	
	1	Server for the Wildlife Ecotourism Knowledge Management platform: $3,000 for Year 2 (Output 4.1)
23	**Trainings, workshops & conferences ($250,000):**	
	1	Trainings for MoFor and CA staff on the Wildlife Ecotourism Knowledge Management platform use: $60,000 for Years 3-4 (Output 4.1);
	2	Knowledge exchange events and conferences related to the project in Indonesia: $90,000 for Years 2-5 (Output 4.2);
	3	Collaboration meetings of target NPs with Tourism Operators and Airlines on marketing of wildlife-based ecotourism packages at the national Parks: $30,000 for Years 4-5 (Output 4.3);
	4	Participation of the target NPs in International Ecotourism Events and Trade Shows to promote Wildlife-based Ecotourism: $40,000 for Years 4-5(Output 4.3);
	5	Trainings for 5 target NPs to implement a Visitor Experience Monitoring System: $30,000 for Year 4 (Output 4.3)
Component 5. Participatory and gender-inclusive Monitoring and Evaluation to support Adaptive Management of the project		

Ministry of Forestry (MoFor)		
24	**Local Consultants ($37,500):**	
	1	Safeguards and Gender Mainstreaming Specialist: $150/day * 10 days * 5 years = $7,500 (50 days out of 600 days total) to support SES implementation under Component 5;
	2	National Consultants to conduct targeted environmental assessments and complete Stakeholder and Gender Assessments at 5 project sites: $300/day * 100 days = $30,000, Year 1 (Output 5.2)
25	**Travel ($103,000):**	
	1	Supervision missions by the PMU to the project sites: $25,000 for Years 1-5 (Output 5.1);
	2	Lessons collection missions by the PMU to the project sites: $25,000 for Years 1-5 (Output 5.1);
	3	Travel for Safeguards and Gender Mainstreaming Officer for monitoring and implementation of Monitoring of SESP, GRM, Gender mainstreaming Strategy, and Stakeholder Engagement Plan: $20,000 for Years 1-5 (Output 5.2);
	4	Travel for National Consultants to conduct targeted environmental assessments and complete Stakeholder and Gender Assessments: $8,000 for Year 1 (Output 5.2);
	5	Travel for PIUs at National Parks to support GRM and monitor SESP: $25,000 for Years 1-5 (Output 5.2)
26	**Trainings, workshops & conferences ($18,000):**	
	1	Inception Workshop: $3,000 for Year 1 (Output 5.1);
	2	Trainings for project staff, park management, and key stakeholders on the application of GAP, SEP, ESMF, and GRM (will be conducted by Safeguards and Gender Mainstreaming Officer): $15,000 for Years 1-3 (Output 5.2)
UNDP		
27	**International Consultants ($45,500):**	
	1	International Consultant for MTR: $650/day * 30 days = $19,500 for Year 3 (Output 5.1);
	2	International Consultant for TE: $650/day * 40 days = $26,000 for Year 5 (Output 5.1)
28	**Local Consultants ($15,000):**	
	1	National Consultant for MTR: $300/day * 20 days = $6,000 for Year 3 (Output 5.1);
	2	National Consultant for TE: $300/day * 30 days = $9,000 for Year 5 (Output 5.1);
29	**Travel ($13,000):**	
	1	Travel for International Consultants for MTR and TE: $10,000 for Years 3 and 5 (Output 5.1);
	2	Travel for National Consultants for MTR and TE: $3,000 for Years 3 and 5 (Output 5.1);
PROJECT MANAGEMENT COST		

Ministry of Forestry (MoFor)		
30	**Travel ($23,390)**	
	1	Travel for PMU and PIU officers to visit the project areas for management purposes: $23,390 for Years 1-5
31	**Contractual Services - Impl Partner ($202,000):**	
	1	Salary of National Project Manager: $2,350/month * 8 months * 5 years = $94,000;
	2	Salary of Finance Associate: $900/month * 60 months = $54,000;
	3	Salary of Administrative Assistant: $900/month * 60 months = $54,000
32	**Equipment & Furniture ($6,000):**	
	1	Office furniture for PMU and PIUs: $6,000 for Year 1
33	**Supplies ($7,500):**	
	1	Office supplies for PMU and PIUs (paper, cartridges, etc.): $7,500 for Years 1-5
34	**IT Equipment ($6,000):**	
	1	Computers and printers for PMU and PIUs: $6,000 (Year 1)
35	**Trainings, workshops & conferences ($20,000):**	
	1	Annual Project Board Meetings: $20,000 for Years 1-5
UNDP		
36	**Professional Services ($30,000)**	
	1	Annual project audit and spot checks of the project partners: $30,000 for Years 1-5

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Indonesia and UNDP, signed on September 5th, 2008. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Forestry, Directorate of Environmental Services Utilization on Conservation Areas ("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.

IX. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, 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;

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

2. 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.

3. 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.

4. 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.

5. 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.

6. 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).
7. 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.
8. 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.
9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. 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.

18. 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.

X. MANDATORY ANNEXES

1. GBFF Budget
2. GEF OFP Letter
3. Project Map and Project Sites Coordinates
4. Multi-Year Work Plan
5. Social and Environmental Screening Procedure (SESP)
6. UNDP Project Risk Register
7. Overview of technical consultancies/subcontracts
8. Stakeholder Engagement Plan

8a. Stakeholder Consultation Report

9. Environmental Social Management Framework (ESMF)
10. Gender Analysis and Gender Action Plan
11. Procurement Plan
12. Co-Financing Letters
13. GBFF CEO Endorsement Form
14. Low Value Grant Mechanism
15. Terms of Reference for Project Board and Project Team
16. GEF Core Indicator Worksheet
17. GEF 8 Taxonomy

17a. METT assessments for five target National Parks

18. HACT Micro-Assessment for MoFor

18a. Partners Capacity Assessment Tool (PCAT) for MoFor

19. Quality Assurance Report
20. Climate and Disaster Risk Screening
21. Key species for ecotourism programs in five target National Parks
22. Ecotourism Best Practices Indonesia and World
23. Preliminary project sustainability strategy
24. On-Granting Provisions Applicable to a non-UNDP Implementing Partner