

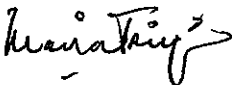
THE WORLD BANK GROUP

OFFICE MEMORANDUM

WORLD BANK OFFICE, JAKARTA

DATE: April 23, 2004

TO: Bert Hofman, Acting Country Director

FROM: Maria Triyani (EACIF) 

SUBJECT: **GEF – MSP: Conservation of Elephant Landscapes in Aceh (TF-023250)
Implementation Completion Report.**

1. The Grant Agreement for this GEF Medium Size Project (TF-023250), the Conservation of Elephant Landscapes in Aceh (CELA) Project was signed on December 13, 1999 in the amount of US\$716,985 with the original closing date of December 31, 2002. The Recipient of the grant and implementer of the project is Flora Fauna International (FFI) of Cambridge, U.K. However, due mainly to security situation in Aceh which had limited project activities, the project was extended for one year until December 31, 2003. The total actual project expenditure was US\$979,408 comprising of US\$718,789 (including bank interests and charges of US\$1,918) from GEF, US\$256,694 from FFI and US\$3,985 from other donors.

2. The project was implemented in a difficult situation where there was inadequate technical support from the FFI HQ in Cambridge at the beginning of project implementation and the deteriorating security situation in Aceh. However, after reorganization of FFI by establishment of a regional office in Hanoi and despite the security problems in Aceh during the implementation, overall, the project team had made quite substantial key achievements. Much of the data and information on the elephant habitats and distributions have been gathered and analyzed for the preparation of technical memos for the proposed Managed Elephant Ranges (MER) which is the main objective of the project. The proposed MER has received strong support from various stakeholders (particularly from the local community and NGOs and local government agencies). However, due to inadequate follow up at the central level and inadequate time, at the close of the project on December 31, 2003, the proposed new reserve has not been declared as a wild life sanctuary or been accorded any other legal status for more effective protection. Overall, the project performance can be rated as marginally satisfactory.

3. Attached is the ICR of the project which has incorporated comments from the Task Team members and others for your approval and signature.

Cleared w/ & cc: ~~Shoba Shetty~~, Acting Sector Manager (EASRD/EACIF)

Cc: R. Broadfield (GEF Regional Coordinator/EASEN); D.Aryal (GEF Anchor/
ENVGC), R.Khanna (ENVGC), K.Mackinnon, A.Whitten (ENV); A.Khan,
C.Dharmajaya, C.Belita (EASRD); M.Widjaja, M.Triyani, S.Wohon (EACIF);
S.Soemardjo (Consultant).

Output 5: Evaluation and Dissemination of the Results and Effectiveness of Activities and Interventions

- Regular visits to the field office by regional FFI Asia-Pacific staff provided beneficial support to the project team.
- More regular supervision missions by both the World Bank and FFI HQ focused on both technical and administrative/financial matters should have been conducted from the beginning of project implementation in order to effectively evaluate and guide the project team.
- Meetings held with other NGOs and government institutions provided an avenue for greater sharing of activity results and areas of potential collaboration.
- Bottom-up planning process provided ownership and increased the level of responsibility amongst project implementers

Other lessons learned

- It is useful to keep the project running, even through a time of civil conflict and poor security, to maintain some profile, as it has convinced local stakeholders of FFI’s long-term commitment and laid ground for improved outreach and constituency building.
- The importance of adequate and committed support from parent NGO (FFI HQ and Regional Office), including adequate resources for technical input and capacity building during the project period and commitment to maintain support beyond project period.
- International NGOs expanding their global programs such as FFI’s situation, need to put in place adequate resources and support mechanisms to service an expanded network, especially when there is a need to strengthen national capacity as part of their new programs.

IV. Financial Management Status:

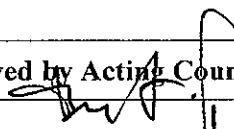
Summary of audit reports received and periods that they cover over the course of the project:

<u>No.</u>	<u>Period Covered</u>	<u>Completed</u>
1	1 January 2000 – 31 December 2000	23 May 2001
2	1 January 2001 – 31 December 2001	13 June 2002
3	1 January 2002 – 31 December 2002	16 June 2003

According to the Grant Agreement, the annual audit reports should be submitted to the Bank within four months of the end of each calendar year. All audit reports received stated for unqualified opinion, however, as the table above shows, the audit reports had always been received late.

Due date of final statement of accounts and external audit with period of coverage from 1 January 2003 to 31 December 2003 is: **April 30, 2004.**

Received by Task Manager: **No** (not yet due, will be due on April 30, 2004).

Approved by Acting Country Director	Date	Signature
	APRIL 26, 2004	
Bert Hofman		

**Implementation Completion Report
GEF – MSP**

INDONESIA

Conservation of Elephant Landscapes in Aceh (CELA)

(TF-023250)

I. Basic Data:

(1) <u>Date of Completion Report:</u>	April 1, 2004
(2) <u>Project Title:</u>	Conservation of Elephant Landscapes in Aceh (CELA)
(3) <u>GEF Allocation:</u>	US\$ 716,985
(4) <u>Grant Recipient:</u>	Fauna & Flora International (FFI), Cambridge, U.K
(5) <u>World Bank Manager/Task Team:</u>	M.Triyani (TTL); K.Mackinnon, A.Khan, A.Whitten, U.Suprayitno, S.Soemardjo (ex TTL)

(6) Goals and Objectives:

The aim of the project is to conserve globally important biodiversity in the forests of Northern Aceh, outside the current protected areas by using internationally important Asian elephant populations as flagships and indicators. The project strategic approach is to build stakeholder support for conservation of important habitats while providing the necessary rationale, consensus and capacity to conserve both forest habitats and flagship species.

The main objectives are:

- To conserve biologically rich forest ecosystems in Northern Aceh, focusing on the lowland forests that are important wildlife corridors especially for elephants.
- To maintain biological corridors between the well-protected Gunung Leuser ecosystem and the Northern Aceh forests.

In working toward these objectives, the project concentrates on achieving the following results:

- Critical forest areas recognized and under more effective protection;
- Enhanced capacity among project implementers and partners to achieve and sustain planned conservation activities;
- An improved policy and practical framework for forest conservation in Aceh;
- Strong stakeholder support for, and participation in the project, its aims and activities; and
- Established field based monitoring, enforcement and conflict mitigation by KSDA in critical areas.

Following the November 2001 supervision mission, project activities were grouped into four thematic components so as to be more fully integrated with the Sumatran Elephant Conservation Program (SECP). The components were:

- **Social Marketing**, focused on developing and applying skills and techniques to both assess and influence the opinion of key stakeholders with respect to elephant conservation;
- **Managed Elephant Range**, concerned with habitat and land use assessment and planning, and defining the spatial distribution of land use types that will support in-situ conservation of Aceh's wild elephant population through maintenance of ecological corridors between sanctuaries and other elephant habitat types;
- **Human Elephant Conflict Mitigation**, developing and piloting approaches to pre-empting and/or mitigating incidents of conflict between wild elephants and rural communities (these activities have not been financed under the GEF project);
- **Future Institutional Arrangements for Elephant Conservation and Management in Aceh**, helping to identify, define, and build Government and NGO responsibilities for sustainable conservation of wild elephants in Aceh,

(7) **Financial Information:**

The original financing plan as outlined in the project brief estimates that the total budget for the three year project period as US\$1,037,385. This is comprised of US\$741,985 from GEF (includes a US\$25,000 preparation grant) and US\$295,400 in co-financing (\$245,400 from FFI and US\$50,000 from other donors). The project was extended for a year until December 31, 2003, and the financial budgets were rearranged in November 2002 to cover this extended period, which resulted in a greater expenditures funded by co-financing.

As of December 31, 2003 the cumulative expenditure over the four years of the project period was estimated at US\$979,388 (comprising of US\$718,779 of GEF funds, US\$256,694 from FFI and US\$3,915 from other donors), not including the preparation costs. In relation to GEF eligible expenditures, following the addition of bank services charges and the subtraction of interests earned, the total GEF expenditure was US\$716,848. The breakdowns of the original budget plan and actual expenditures according to budget components can be found in **Table 1** below. An analysis on the project expenditures compared to the original budget shows that there has been an increase of FFI contribution (approximately \$11,000), mainly due to the extension of the project period which relied heavily on co-financing in the final year which attributed to some discrepancies in the operating budget (travel and salaries) components.

Table: 1

Description	Original Allocation				Actual			
	GEF	FFI	Others	Total	GEF*	FFI	Others	Total
Special Expenses					11			11
I. Biological Threat Assessment								
a. Goods	93,700		12,100	105,800	38,078	2,452		40,530
c. Consultant services	101,900		10,000	111,900	57,141	15,148		72,289
d. Travel	23,200		13,050	36,250	36,417	758		37,175
g. Others					4,591	116		4,708
II. Capacity Building								
a. Goods					2,312			2,312
b. Training and workshop	18,800		2,000	20,800	9,930	18,005		27,935
c. Consultant services					14,782			14,782
d. Travel	25,500			25,500	22,818	30		22,849
g. Others					3,431	407		3,838
III. Policy Development								
a. Goods					16	510		526
b. Training and workshop					11,570			11,570
c. Consultant services	40,000			40,000	4,542	1,547		6,089
d. Travel	11,200			11,200	10,001	2,301		12,302
g. Others					505			505
IV. Public Awareness								
a. Goods	56,800		5,000	61,800	15,605	2,672		18,277
c. Consultant services	15,000			15,000	13,106	3,388		16,494
d. Travel	16,700			16,700	17,904	949	962	19,815
g. Others					6,742			6,742
V. Monitoring & Evaluation								
a. Goods					685			685
c. Consultant services	45,000	40,500	2,000	87,500	1,657	51,567		53,224
d. Travel	23,100			23,100	21,263	27,759		49,022
g. Others					2,785			2,785
VI. Project Management								
a. Goods	8,800	8,000		16,800	56,454	5,527		61,981
c. Consultant services					2,391	562		2,953
d. Travel	26,650		5,850	32,500	32,771	1,331		34,102
e. Salaries	154,760	94,400		249,160	222,755	112,652	2,930	338,338
f. Office overhead	39,900	90,000		129,900	90,607	9,013	23	99,643
g. Others	15,975			15,975	17,909			17,909
Total	716,985	232,900	50,000	999,885	718,779	256,694	3,915	979,388

Actual Expenditures	
a. Goods	124,310
b. Training & workshop	39,505
c. Consultant services	165,832
d. Travel	175,264
e. Salaries	338,338
f. Office overhead	99,643
g. Others	36,497
Total	979,388

Note: The total does not include the GEF preparation grant of US\$25,000.

Total GEF eligible expenditures is \$718,779. After the addition of service charges (\$42.57) and subtraction of interest earned (\$1,972.97), the total GEF expenditures is equal to \$716,849

Project Impact Analysis:

(1) Project Impacts:

Achievements in project implementation have been substantial. These include, for examples: (a) establishing a GIS database and the analytical skills necessary to map and model elephant conservation needs; (b) assessing the attitudes of rural and urban communities toward elephant conservation; (c) developing and implementing targeted public communications programs to build awareness of the needs and opportunities for elephant conservation on the part of decision makers and communities living in areas where human-elephant conflict is likely; (d) playing an instrumental role in facilitating establishment of a moratorium on logging throughout Aceh; and (e) mobilizing communities and supporting provincial government agencies to initiate protection of critical areas of elephant habitat and community use forests. However, due to inadequate follow ups with local government and Ministry of Forestry, there is very limited impact for changes on the ground that the proposed new elephant reserve has not been declared as a wild life sanctuary or other legal status for more effective protection. Because of this, overall, the project performance can be rated as marginally satisfactory. The table below shows detailed information on the main intended project outcomes and their indicators in comparison with the progress towards these outcomes and indicators.

Project Outcomes	Progress and Achievement towards Outcome	Indicators	Progress in achieving the Indicators
Critical forest areas(containing high levels of biodiversity and populations of key species, or acting as corridors / landscape linkages) officially recognized and under more effective protection.	<ul style="list-style-type: none"> - Vegetation surveys to identify elephant foods were undertaken during both wet and dry seasons in Aceh Timur, and wet season in Aceh Besar. Habitat characteristic surveys were completed in Lesten and Aceh Timur. Detailed GIS and ecosystem referenced surveys of the status, movements and home range of elephant populations in Aceh Jaya and Pidie completed. Threat assessments included qualitative assessments of illegal logging in Aceh Besar, and human elephant contacts, derived from both primary and secondary sources, in Aceh Besar and Aceh Timur. - Spatial and textual information on land cover and land status for all Aceh province has been compiled and distributed in GIS format, along with all survey data on elephant status, distribution, habitat and home range distribution, migration routes, incidents of human-elephant conflict, plans for forest conversion and regional plans for construction of physical infrastructure (<i>Ladia Galaska</i> roads). Secondary data has been collated to assess the cost and benefits related to establishment of a 	<ul style="list-style-type: none"> - Number of publications disseminated to key stake-holders (maps and reports detailing critical areas with locations and reasoning). 	<ul style="list-style-type: none"> - 7 editions of <i>Po Meurah</i> newsletter containing information on project progress and achievements were distributed to key stakeholders. - 6 Technical Memoranda were developed and were used for guidance of the awareness activity and field assessment. - Technical memorandum on elephant sanctuary has been disseminated to various stakeholders ranging from local government to Ministry level (Ministry of Forestry, Ministry of Environment, National Planning agency, Ministry of Politics and Defence). However, it was inadequate at effecting any change on the ground to get the new reserve with a legal status declared. - Technical memorandum on <i>Ladia Galaska</i> roads has been disseminated to various stakeholders ranging from local government to Ministry level as well as to foreign embassies. - Various presentations have

	<p>new conservation area in Aceh Jaya, Aceh Barat, Aceh Besar and Pidie. The Gunung Leuser Development Project's vegetation map has also been added to the database.</p> <ul style="list-style-type: none"> - Surveys of elephant distribution, status and movements have been completed in Aceh Besar, Aceh Timur and Aceh Barat, Aceh Jaya and Pidie - Elephant habitat maps of Aceh province, together with scenario models of the minimum areas of habitat necessary to maintain three different levels of elephant population have been prepared. Prime elephant habitat data have been combined with land use and land status data to identify an Elephant Sanctuary or Managed Elephant Range (MER) and a surrounding community use forest as identified by local stakeholders. An initial analysis of the scale of costs and benefits associated with the land status change and management regime recommended has been prepared. 	<ul style="list-style-type: none"> - Number of selected critical areas listed in government agency publications/ incorporated into the national BSAP implementation process as in need of more effective protection measures. - Increased amount of local government/donor resource allocation to habitat protection from present level. 	<p>been made at the numerous workshops, meetings, and international conferences, based on field data and its subsequent analyses.</p> <ul style="list-style-type: none"> - Positive response from the Ministries of Environment and Forestry on proposal for a new elephant sanctuary in five <i>kabupatens</i> in Nanggroe Aceh Darussalam province. - FFI is the first NGO in Indonesia who declared the use of IBSAP as a guideline for action plans. - Local government conservation agency has contributed to habitat protection in Saree-Aceh Besar through CRU activities. - Seulawah ecosystem including the proposed elephant sanctuary area has been adopted in the CEPF hotspot area for Northern Sumatra. - INFORM grant scheme implemented in Aceh and North Sumatra provinces.
<p>Enhanced capacity among project implementers and partners to achieve and sustain project objectives.</p>	<ul style="list-style-type: none"> - Project staff have been trained in field ecological survey, photo-trapping and specialist biodiversity and elephant survey techniques, GIS analysis, landscape modelling, conservation planning, methodologies for investigating and monitoring forest crimes, graphic design of public awareness materials, baseline public attitude surveys, English, reporting and popular article writing; training of trainers in PRA techniques, and financial management. Training has included staff from other environmental NGOs and Government agencies, as well as workshops, seminars and consultant support. - A library of books, journals, videos, photographs, slides, CDs, reports, and newspaper articles about elephants, elephant habitat conservation and environmental issues has been established in Banda Aceh. - Gunung Leuser National Park staff 	<ul style="list-style-type: none"> - Project implemented and sustained effectively and efficiently. - Project outputs achieved and reported. - Number of people attending events per training /development day. 	<ul style="list-style-type: none"> - INFORM and RARE grant scheme has been used to continue the awareness activities. - Letter of inquiry has been submitted to CEPF and GCF/Arcadia Fund for next project phase. - Various Project Concept Notes (PCNs) have been developed to expand FFI-SECP impact in Sumatra. - Through regular quarterly and annual progress reports. - Biodiversity survey training (30 people) - Photo trapping (2 people) - Forest Investigation (20 people) - Publishing training: Basic level Writing, Editing and Design (3 people). - Dung Decay Rate Assessment

	<p>have been trained in GIS analysis and graphic design for production of awareness materials. In cooperation with BKSDA an introduction to biodiversity surveying, endangered species and protected areas, was given to local NGOs, local community members and University students who form the Conservation Cadres established by BKSDA.</p> <ul style="list-style-type: none"> - The project has provided one post-graduate and six undergraduate students with research grant to undertake research in characterizing vegetation types in elephant habitat, elephant population dynamics, fungal and insect succession in elephant dung as a tool for field survey of elephant status, type and frequency of crop damage by elephants, and elephant dietary needs. Due to lack of interests, the grant program was then cancelled. - The project suffered from lack of clarity of and attention to the procedures in the first half of implementation period, but these were then addressed, and the desired effectiveness and efficiency were more or less achieved. 	<ul style="list-style-type: none"> - Number of communities in focal areas using or planning alternative land-use. - Number of local NGOs initiating their own campaigns and projects. - Number of project subcontracts carried out successfully. 	<p>(3 people)</p> <ul style="list-style-type: none"> - Crop Damage Assessment (2 people) - Biodiversity Conflict Resolution (2 people) - PRA Training of Trainers (30 people) - Procurement and Financial training (2 people) - Basic Conservation Planning Training (1 person) - GIS training (3 people) <p>- 40 community leaders in the vicinity of MER agreed to utilize the forest resource in sustainable way.</p> <ul style="list-style-type: none"> - WALHI-Aceh focusing on ‘anti illegal logging’ and ‘against <i>Ladia Galaska</i> Development Plan’. - Yayasan Ekowisata Aceh campaign on ‘stopping timber concession’ - Yayasan Rumpun Bambu Indonesia conducting the activities to strengthen traditional group (<i>kemukiman</i>). - Forest investigation and monitoring training done by Pagar Alam Semesta (PASE). - Student awareness campaign done by Center for Wildlife Conservation.
<p>An improved policy and practical framework for forest conservation, achieved through the elephant as a flagship species in Aceh.</p>	<ul style="list-style-type: none"> - Formal cooperative agreements have been established between FFI and Syiah Kuala University, the Ministry of Forestry at provincial level, the Aceh regional development planning and natural resources agencies. - At the national and district levels, the project has lobbied for designation of key protected areas, while at the provincial level, the project has been working with local authorities to influence land use planning to maintain critical elephant habitat. - Developing co-operative relationships with government agencies to assist them in developing regulations for natural resources conservation, 	<ul style="list-style-type: none"> - Number and area of land where land-use allocation changes have been made to encompass conservation needs. - Number of regulations and technical procedures strengthened. - Improved 	<ul style="list-style-type: none"> - There has been no specific data showing that land-use allocation has changed to encompass conservation needs. However, there is a potential in the medium term of this being achieved. - Provincial Regulations (<i>Qanun</i>) of Natural Resources Conservation and of Forestry were initiated and have been adopted. - Three CRU (Conflict Response

	<p>establishing the <i>Pala Gajah</i> elephant sanctuary, mitigating the ecological and subsequent socio-economic impacts of the planned <i>Ladia Galaska</i> road network construction by a technical memo , and building support for control of illegal logging through face to face meetings, workshops and inter-agency meetings.</p> <ul style="list-style-type: none"> - The Aceh elephant forum which includes the participation of national and local NGOs, provincial government and the academic community, has been established and regular meetings and correspondence occur. - The project facilitated a meeting of local community leaders from Aceh Besar, Barat and Timur in Banda Aceh in February 2001, which resulted in the establishment of a moratorium on logging throughout Aceh. The network of NGOs in Aceh is also currently co-operating on issues relating to <i>Ladia Galaska</i>. - A working group (Pokja) has been established, made up of local community leaders, district and provincial government agency and NGO representatives for facilitating the process of declaration of the elephant sanctuary and developing the management zones for the community use forest area. 	<p>response to human-elephant conflict problems.</p>	<p>Unit) teams have been established in order to respond to Human-Elephant Conflict (HEC) when it arises.</p> <ul style="list-style-type: none"> - Local community agreed to respond to HEC using traditional methods. - Distribution of spotlight lamps to support local community driving of wild elephants.
<p>Strong stakeholder support for and participation in the project, its aims and activities gained through an awareness and education program.</p>	<ul style="list-style-type: none"> - Attitude surveys of community perceptions on elephant conservation have been completed in Aceh Besar, Barat and Timur (rather late, it should have been done earlier). This entailed soliciting feedback from 1,040 questionnaire respondents, and 40 semi-structured interviews in March 2002. - Designed and implemented communication programs, targeting school children and village communities in Aceh Besar, to build awareness of the needs and opportunities for elephant conservation, and in Aceh Jaya, Pidie, Aceh Barat and Aceh Besar to build support for the new conservation area including radio talk shows, village meetings and mobile campaigns during Ramadhan month. 	<ul style="list-style-type: none"> - Number of collaborative projects implemented. - Number of local communities involved in the project. 	<ul style="list-style-type: none"> - In collaboration with BKSDA conducted training for conservation cadres. - In collaboration with WALHI conducted campaign to local government against illegal logging. - In collaboration with WALHI conducting campaign against <i>Ladia Galaska</i> Development plan. - In collaboration with LMU conducted district meeting in Aceh Timur. - 2 local community representatives recruited as Stakeholder Liaisons to facilitate conservation activities in the field. - Local communities involved in

	<ul style="list-style-type: none"> - Public communications programs, including traditional methods for driving elephants, were undertaken in four human-elephant conflict areas in Aceh Besar and Aceh Timur. Regular awareness activities have been conducted in conflict areas by the Conflict Response Unit Project (not GEF funded). - The project developed a prioritized strategy for use of social marketing techniques targeting district and provincial governments, NGOs, university and religious school students, donor assisted projects, village groups, and forest plantation companies to build support for elephant conservation throughout Aceh. This has guided the implementation of both local and provincial awareness activities, including distribution of the popular ‘<i>Po Meurah</i>’ Newsletter, posters and stickers, broadcasting of radio talk shows in Banda Aceh and Meulaboh discussing conservation issues and community based awareness activities - Project web site (www.gajahsumatra.org) has been constructed and is regularly maintained. - SECP activities are a feature of an interactive display at Melbourne zoo and have been featured in national and international newspapers as well as FFI’s magazine. - Two staff members of SECP are members of the IUCN Asian Elephant Specialist Group and SECP has been represented in conferences in India, Sri Lanka, U.K and Cambodia. 	<ul style="list-style-type: none"> - Number of press and media features related to the project and/or issues raised by it. - Number of visitors to project centers. - Number of policy/decision makers addressing conservation issues. - Increased level of awareness above the baseline in questionnaire respondents of the projects aims and objectives. 	<p>the project through awareness activities, field survey and meetings.</p> <ul style="list-style-type: none"> - Talk shows in Radio Baiturrahman, RRI Banda Aceh and Meulaboh Radio stations. - Local community meeting covered by the press in Banda Aceh to propose moratorium on logging. - Various events and activities covered by local and national media. -International visitors from various organizations such as USFWS, IEF, Melbourne Zoo, Australian Zoo, TRAFFIC, IUCN, Chairman of AsESG. - National visitors from government institution (Director of Biodiversity conservation, Nature Conservation Information Center) and organizations (WWF Indonesia, CI Indonesia, WCS Indonesia, KSBK). - Commander of Martial Law declared to stop illegal logging in Aceh. - The Environment Minister refused the <i>Ladia Galaska</i> Development Plan. - 1,040 respondents have been interviewed in baseline attitude survey. - Awareness activities have been conducted based on the awareness strategy developed.
<p>Ongoing evaluation and dissemination of the results, and effectiveness of the proposed activities and interventions.</p>	<ul style="list-style-type: none"> - The project has supported Syiah Kuala University, the provincial natural resources agency and Gunung Leuser National Park to conduct research on elephant habitat. - The project supported a workshop of government and NGO stakeholders to review project activities. - Regular meetings have been held with other NGOs and government institutions to improve project activities and collaboration between institutions. - The team has completed a GIS map of 	<ul style="list-style-type: none"> - Completed auditing and internal project evaluation procedures. - Project progresses evaluated against project indicators. 	<ul style="list-style-type: none"> - Annual financial audits have been conducted regularly; but always late. - Staff performance evaluation has been conducted yearly. - Internal project evaluation conducted by FFI Asia-Pacific team quarterly. - Reported in the quarterly progress reports and through WB supervision missions.

	<p>forest cover based on 2000 satellite imagery throughout Aceh. This has been used to monitor the change in forest cover since 1988.</p> <p>- The team has undertaken four annual and eight six monthly reviews of activities, and has revised the work plan on one occasion (April 2001).</p>	<p>- Bi-annual publication of reports from the bursary scheme recipients.</p> <p>- Annual publication of critical area status reports.</p>	<p>- Bursary scheme reports have been published based on individual case. Due to lack of interests, the scheme was then cancelled.</p> <p>- Critical area for elephant conservation has been highlighted in the various technical memorandum as well as in distributed Newsletter.</p>
--	---	--	--

In summary, the project has done a good job at collecting data and information as well at awareness raising. However, it was inadequate at effecting changes on the ground as there was no real strategic technical memo for the new reserve and inadequate follow up with the local government and Ministry of Forestry to get the new reserve for more effective protection with a legal status declared. This was mainly due to the weak leadership or capacity which was a critical area where FFI (HQ and regional office) should have been providing adequate technical support to the project staff in Aceh much sooner at the beginning of the project implementation. Overall, the project performance can be rated as marginally satisfactory.

(2) **Project Sustainability:**

The following strategic approaches, which were incorporated in the initial project design and subsequently developed during implementation, will provide for sustainability of project activities and impacts:

- (a) **Capacity building of SECP staff and other stakeholders:** Under the CELA project, the SECP team has developed the skills necessary to assess and define elephant conservation needs, influence policy and land use planning at the provincial and district levels to ensure maintenance and management of elephant habitat and range, and assess and influence local public opinion to support conservation of elephants. In parallel, the SECP team is also developing skills and approaches needed to address issues of human elephant conflict, which constitute a major threat to elephant conservation. The project has also provided training to relevant local government staff and other environment NGOs.
- (b) **Applying SECP staff skills:** Under the project, SECP skills have been used to bring about sustained changes by influencing resource management decisions and building awareness and capacity of partner institutions to address the needs and opportunities for elephant conservation in Aceh. Changes affected by the project include:
 - At the national government level (Minister) – Bringing into the national agenda and building national level support for implementation of a Managed Elephant Range (MER) reserve which includes establishing approximately 100,000 ha sanctuary in two places in Western Aceh, which initiates the linkage of 1.2 million ha of elephant habitats in Aceh Barat, and Pidie with 2.0 million ha of elephant habitats in Gunung Leuser, thereby greatly expanding the ecological size and viability of elephant range;
 - At the provincial government level (Governor) - Contributing to policies such as the moratorium on logging throughout Aceh, as well as developing capacity and raising awareness of planners and decision makers;
 - At the district government level (Bupati), - Catalysing development of new policies and building capacity for land use planning. Following the recent subdivisions of Aceh's 11 districts into 20 districts, as well as allocation of a greater level of autonomy for natural

resource management to the new district governments, there has been a priority need and opportunity to build capacity for sustainable resource use. Building strong relationships at this level has been important to ensure continued changes for conservation gain;

- At the village level (*Desa*), - building on traditional cultural values that support elephant conservation, and raising awareness of new needs and opportunities associated with elephant conservation.

The sustainability of project activities and impacts has also been supported by augmenting ongoing CELA activities with key interventions financed from other sources, such as initiatives to reduce human elephant conflict in selected areas of Aceh. Some project supported activities and impacts will be sustained and expanded through implementing a **Strategy and Action Plan** for SECP activities during 2003 - 2008. The strategy and action plan, which is outlined in **Annex 1**, identifies a range of priority conservation initiatives that will be packaged for operational and, possibly fund raising purposes into five areas of activity:

- ***Reviewing, developing, and facilitating implementation of regulatory framework:*** Includes projects and programs to support any necessary improvements in regulations for management of forest resources at the national, provincial and district levels, as well as support for designing and implementing operational plans for their application at the field level.
- ***Engaging in land use planning at provincial and district levels:*** Includes projects and programs aimed at maintaining and reconstructing viable and contiguous areas of elephant habitat through: (a) collecting, collating and analyzing information on habitat types, elephant distribution and range, current and planned land use; and (b) building the awareness and capacity of land use planners and decision makers on the needs and opportunities to incorporate elephant conservation in the provincial and district levels land use planning.
- ***Mitigating human elephant conflicts:*** Includes targeted land use planning and community outreach activities to mitigate ongoing conflict situations, which includes developing and applying policy guidelines to pre-empt and respond to incidents of conflict, as well as participating in selected types of intervention, including building the capacity of government conflict response units.
- ***Designing and implementing communication programs:*** Includes initiatives to identify, assess and influence the behaviors that currently impact on elephant conservation through design and implementation of targeted communications programs.
- ***Undertaking field assessment and analysis to support design, implementation and monitoring of conservation interventions:*** Includes baseline surveys and monitoring of species, ecosystems and socio-economic parameters to guide the design and implementation of all SECP activities to maximize conservation impacts.

(3) **Replicability:**

The CELA project was proposed and implemented in Aceh based on several considerations:

- The provincial government does not recognise (intentionally or otherwise) that elephant conservation and management is an issue, and lacks an objective overview of the problems, issues and possible solutions.
- Aceh lacks of an integrated forest and elephant management strategy.
- The forest and elephant management strategies that exist are too narrow in focus and in terms of institutional involvement

The FFI-SECP strategy aimed to promote adoption of the following three integrated attitudes that is a necessary basis for solving these social problems and meeting SECP's overall conservation goals: (i) Elephant conservation will bring cultural, moral and economic benefits to the people of Aceh; (ii) Elephant conservation and management requires an integrated and inter-departmental approach; and (iii) Elephant conservation and management requires the designation of land as managed elephant range, including a network of sanctuaries and corridors.

The key elements of the approaches taken by FFI-SECP to achieve this during the implementation of CELA, which can and will be replicated are outlined below:

- a) **Gathering, collating and interpreting data to provide local government to be used in making informed decisions about land use planning.** Sound and informed decision-making requires valid and reliable data and information. FFI has collated secondary data, gathered experience from local knowledge about elephants and biodiversity in Aceh, conducted surveys, analyzed data and used GIS software for processing. FFI shared the data collated in easily understood formats with local and national government as well as to other environmental NGOs. Local NGOs and government often referred to FFI data relating to forest covers, land-use tenure and, elephant distribution and conflict distribution, as well as other biodiversity relevant data. In the six year strategy and action plan, FFI will continue the work and will help ten districts in preparing sustainable land-use plans that will be incorporated into their local regulations.
- b) **Baseline assessment of attitudes to inform and guide development of appropriate awareness and pride building activities.** In March and April 2002 (which was rather late, should have been much earlier) FFI conducted an extensive attitude survey to find out the perception of Acehese communities towards elephants and their habitat. The assessment ran successfully, and based on the findings, FFI has set up an awareness strategy which has been implemented to gain support for elephant conservation in Aceh. As many as 1,040 respondents were interviewed amidst the restive situation of Aceh at that time. A follow-up attitude survey will be conducted in 2005 to assess the impact of awareness activities and to guide further development of pride building campaigns.
- c) **Using a single species as a flagship for broader conservation.** Due to a long relationship between elephants and humans, elephants are culturally accepted and respected by Acehese communities. A herd of elephants requires space for migration and movement to fulfil their needs for minerals and food. This means that elephants need a large area for their home range in lowland forests, which serve as prime habitat for a wide diversity of other wildlife as well. Therefore it is ideal to use the elephant as an "ambassador" for gaining support to protect the forests as the elephant's habitat.
- d) **Building and maintaining strong local links and demonstrating the links between conservation activities and current political focus to build support.** Before and during the implementation of CELA, FFI-SECP has built cooperative relationships with many conservation institutions, community leaders (*Mukim*) and local government as well as academic institutions. FFI has MOUs with Ministry of Forestry, LIPI, Syiah Kuala University, Bappeda, and BKSDA. Regular face to face meetings were also conducted with decision makers including Bupatis and DPRD. These activities yielded strong support from many levels of stakeholders toward forest conservation in Aceh and the objectives of CELA. A formal request and petition of *Mukim* leaders from five kabupatens asking the government to set up new conservation area in Aceh Barat, Aceh Jaya, Pidie, Aceh Besar and Nagan Raya was strong proof of the support from local communities.

(4) **Stakeholder Involvement:**

FFI began a process of broad stakeholder consultations based upon an initial problem analysis, before and during implementation of CELA project. In order to achieve the necessary participation in the process, the following meetings took place: (i) cross sectoral workshops were carried out in December 1998 on the development of the program for Sumatran Elephant Conservation in Aceh; and (ii) on 25th February 1999 on the “Aceh Elephant Landscapes Project and Biological Planning”. Both of these built on the traditional respect within the province of the flagship species to gain the widespread agreement on the need for conservation of elephants and their habitat, with its wider biodiversity. Further village, district, and *mukim* level meetings were then held to gain public support for elephant conservation and setting up a new elephant sanctuary in five districts as part of Managed Elephant Range concept. The series of meetings with local communities, followed by a series of meetings with decision makers indicated that there is a wide stakeholder support for elephant conservation in Aceh. As a culmination to all works-done out over the past few years, FFI – SECP in collaboration with the Natural Resources Conservation Agency of Aceh (BKSDA) facilitated a large workshop on 17-18 October 2003.

Based on the needs assessment and request from *Imum Mukim* (community leaders) and other workshop participants, a working group (POKJA) has been formed consisting of 25 participants from various elements of people from Aceh, local government, and both local and international NGOs. POKJA members are collectively working to follow up all workshop outputs over the successive six months which are mainly aimed to: (i) alter the legal status of Protection Areas to become Conservation Areas in order to guarantee that there is no forest conversion in the future; (ii) manage incidents of human-wildlife conflict (elephant), by proposing a new elephant sanctuary; and (iii) strengthen the role of traditional communities in environmental conservation, considering that local/traditional communities have traditional wisdom to manage the environment.

(5) **Monitoring and Evaluation:**

FFI has a standard project reporting mechanism, which requires financial and activity progress reports on a quarterly basis. Project performance was monitored at six monthly and quarterly intervals when project personnel meetings were held to review targets and check progress. An independent audit was held at the end of each project year, which was included into the evaluation report.

For biological and forest monitoring, FFI has conducted the following:

- Forest cover was monitored by satellite imagery, combined with on the ground data collection from other activities focussing on Aceh Barat, Aceh Jaya, Pidie and Aceh Besar.
- Several local environmental NGOs (PASE, Cougar and WALHI) were contracted to collect up to date information on key landscape linkages and the *Ladia Galaska* plans.
- Elephant population in Aceh Barat and Aceh Jaya have been monitored using watering holes, mineral licks and other key sites in the assessment area. This has provided initial data for long term monitoring of elephant populations.
- The number of reported elephant conflict incidents were monitored to examine the rate of change of this problem and determine the locations where efforts should be focused.

(6) **Special Project Circumstances:**

Achievements of Implementing Fieldwork in a Conflict Area

Some project activities were delayed due to political instability in 2001, which led to restriction of access of project staff to some project field sites in Northern Aceh. Consequently, the World Bank supervision mission of November 16 – 17, 2001 approved a revised project strategy and work plan which focused on activities in districts where access to the field was least impeded by security concerns, grouped the originally envisaged outputs and activities into four thematic components, and included a time frame that would require an extension of the project duration by one year, through end of December 2003. A one year extension was then approved in November 2002, coinciding with the signing of the ‘Cessation of Hostilities Agreement’ (CoHA) in Aceh which considerably improved the efficiency and effectiveness of field activities. The CoHA was signed in Geneva by both sides in the Aceh conflict, the Government of Indonesia (GOI) and the Free Aceh Movement (GAM) on December 9, 2002 which people called it the ‘Peace Agreement’. The implementation of CoHA raised expectations for peace of the Acehnese community and SECP’s expectations for being able to conduct activities in the field which had been difficult to implement during the conflict situation in Aceh.

Soon after the Peace Agreement was signed, SECP sent field officers to implement the ‘*Ramadhan Campaign*’ in the areas which had previously been recognized as ‘dangerous areas’ in Aceh, but were currently safe. SECP was aware that those areas are potentially important for elephant conservation in Aceh, and had no doubt that the SECP team should be conducting field surveys to gain information on elephant population, distribution and migration. Besides conducting the ‘*Ramadhan Campaign*’, the SECP team also assessed the possibilities to implement a field survey in Tangse-Geumpang (district of Pidie), Panga-Laguen (district of Aceh Jaya) and Tamiang Hulu-Serbajadi (district of Aceh Timur and Tamiang). The assessment resulted in the decision that SECP could implement the field survey in Pidie, Aceh Jaya and Aceh Timur-Tamiang district.

During February-April 2003, the SECP team conducted field surveys in Pidie, Aceh Jaya and Aceh Timur-Tamiang. The Peace Agreement enabled the team to cooperate with the local community through village leaders to obtain information about the areas where activities could be conducted. Army and Police officers were also keen to issue permit letters for the SECP team, and they also provided information about the security situation in the field. Unfortunately, following this, several incidents caused the security situation to become unstable. Some of the Joint Security Council offices were destroyed by protesters. The protesters demanded that the army carry out a military operation because illegal levies and intimidation had arisen during the ‘Peace Agreement’ even though fatal incidents had dramatically decreased from more than 80 people to 12 people a month. There was no choice for SECP except to withdraw the team from the field. The last team returned to Banda Aceh office on April 27, 2003, and the situation deteriorated until the GOI decided to implement Martial Law on May 19, 2003 initially for a six month period. After more than 9 months of military operation, the areas which are still recognized as the most dangerous places are in Bireun, Aceh Utara, Aceh Timur and Aceh Tamiang. The other districts have become more conducive to normal life, especially in the west coast area. Local people have started again to do daily activities such as farming, trading and fishing. Only the activities in the forest are still restricted because the rebels still exist in some forest areas.

The Impact of Martial Law on SECP Activities

The Presidential decree stated that international NGOs are not allowed to operate during the military operation and humanitarian assistance must only be provided through the government under the Social Department’s coordination. However, the GOI has realised that international NGOs which operate in Aceh are not only humanitarian NGOs, but also international NGOs which work in other areas, such as conservation. FFI is the only international conservation NGO still working in Aceh during the Martial Law declaration. Only because FFI followed the procedures required for conducting field activities in the past, the military authorities allowed FFI to continue to operate in Aceh. However all field activities in the forest, whether they be conducted by local communities or NGOs, are not permitted during the

military operation. Similarly, procedures must be followed before distributing awareness materials or holding meetings. Awareness activities implemented in small towns (sub-district level) have been allowed, as long as the materials for awareness are submitted to the police prior to distribution. Any meeting which is held by any organisation must first receive permission from the military and police authorities. The organisation must submit a letter which clearly states the person who is in charge of the event, as well as include a list of all speakers and participants. Before the police authority issues the permit, the invitations to the participants must not be distributed.

One of the goals of the operation is to recover the governance system. Therefore, the project activities which are in line with the operation are welcomed and policy development which is one of SECP's activities is allowed during the operation, through the strengthening of the local government, especially in supporting the decision makers to recover the governance system. Apart from activities in the forest, all other activities such as capacity building, policy development, education and awareness can be implemented during Martial Law. The most difficult obstacle to overcome during the implementation of Martial Law in Aceh has been the lengthy bureaucratic procedures and extremely time consuming to get the permits which takes at least one month.

(7) Institutional Capacity/Partner Assessments:

During the first three years of planned project implementation, three supervision missions were conducted by the World Bank. A one year extension to December 2003 was agreed in November 2002, and the Bank conducted an interim supervision in February 2003, fourth supervision mission in June 2003, and final supervision in December 2003. The first formal supervision mission was conducted after the project had been operational for 16 months and the mid-term review was conducted 2 months before the original closing date. Even the frequency of the World Bank's supervision missions may be considered as inadequate, however, the project in the early phases has received more technical inputs from the World Bank than from FFI HQ (who held the contract and was required to provide).

The project has received three satisfactory ratings (in April 2001, October 2002 and December 2003) and two unsatisfactory ratings (in November 2001 and June 2003). Following the unsatisfactory rating in November 2001 due to "delays in meeting project activity targets, including preparation of a realistic and achievable work plan, and delays in providing adequate financial and administrative reports", the project restructured the work plan and operational structure, and FFI HQ ensured stronger institutional support. Some improvements were noted in October 2002 which justified granting of one year extension until December 2003. However in June 2003 the project was rated as "unsatisfactory" mainly due to (i) inadequate technical and operational support from FFI HQ; and (ii) late financial and other reporting which is also of FFI HQ's responsibility. In general the project has used the extension well, at least from June 2003 onwards, especially on the outreach side. The extension has also required FFI HQ to commit for additional longer-term support beyond original project period. The project team expressed its concerns that the unsatisfactory rating may result in inappropriately negative perceptions about the competence of the SECP team and of FFI.

Summary of Main Lessons Learned:

The following lessons learned are related to the five project outputs of CELA

Output 1: Increased Knowledge and Protection of the Biodiversity of Forest Ecosystems of Northern Aceh.

- ③ Involvement of stakeholder liaisons based in key district (*kabupaten*) working areas greatly aided in the gathering of up-to-date biodiversity related information on a regular basis, as well as assisted in the coordination of surveys with local volunteers prior to the arrival of the survey team at the field site.
- ③ Proactive initiatives to coordinate with security authorities and conducting regular risk assessments is an important procedure to determine appropriate type and frequency of planned project activities to be implemented, as well as to minimize the risk to project team and partners (no staff have been injured as a result of the ongoing conflict in Aceh throughout the 4 years of project operation).
- ③ Use of appropriate technological equipment immensely aided in determining survey focus areas, analysing data gathered and convincing decision makers of the need to address elephant landscape conservation issues.
- ③ Original project design failed to cover a wider area of assessment which has resulted in a lack of detailed elephant landscape knowledge in some districts in Aceh.

Output 2: Enhanced Capacity among Project Implementers and Partners to Achieve and Sustain Project Objectives

- ③ Conducting training sessions for project partners by project implementers was highly beneficial for maintaining a close and cooperative relationship with key partner institutions.
- ③ Upon project initiation it is essential to perform a comprehensive training needs assessment and schedule of when training of project implementers and partners are to take place.
- ③ Training for administrative/project management/financial staff should be given equal attention to other training needs.
- ③ For the student bursary scheme to be successful, advertising should reach a wider audience across Aceh province.

Output 3: Enhanced Policy and Practical Framework for Forest Conservation in Aceh

- ③ Numerous multi-level meetings with key stakeholders and decision makers enabled policy makers to gain a comprehensive understanding of current elephant landscape conservation issues.
- ③ Formal cooperative agreements (MOUs) between project implementers and various government institutions brought key agencies into a clear counterpart structure and facilitated greater collaboration in the implementation of project activities.
- ③ National decentralisation brought about a shift in decision making power to governments at the district and provincial levels which presented greater opportunities for project team members to take part in the decision making process.
- ③ Greater attention to lobbying the government in relation to the development of the *Ladia Galaska* highways and proposing the elephant sanctuary (MER) should have been given earlier at the national level.

Output 4: Strong Stakeholder Support for, and Participation in the Project, Its Aims and Activities

- ③ The baseline attitude survey should have been scheduled to take place at the beginning of the project in order to design the awareness campaign strategy at an early phase.
- ③ Original project design failed to include a second attitude survey during the project life to assess the impact of the social marketing campaign.
- ③ Conservation awareness through religion proved to be a powerful and effective tool to involve key stakeholders in the project and spread the conservation message.
- ③ Attitude surveys are essential to determine the best target groups, media and methods to implement an effective awareness campaign.
- ③ Designing of a project website assisted in the raising of the project profile and building political and funding support for the project.

Output 5: Evaluation and Dissemination of the Results and Effectiveness of Activities and Interventions

- ③ Regular visits to the field office by regional FFI Asia-Pacific staff provided beneficial support to the project team.
- ③ More regular supervision missions by both the World Bank and FFI HQ focused on both technical and administrative/financial matters should have been conducted from the beginning of project implementation in order to effectively evaluate and guide the project team.
- ③ Meetings held with other NGOs and government institutions provided an avenue for greater sharing of activity results and areas of potential collaboration.
- ③ Bottom-up planning process provided ownership and increased the level of responsibility amongst project implementers

Other lessons learned

- It is useful to keep the project running, even through a time of civil conflict and poor security, to maintain some profile, as it has convinced local stakeholders of FFI’s long-term commitment and laid ground for improved outreach and constituency building.
- The importance of adequate and committed support from parent NGO (FFI HQ and Regional Office), including adequate resources for technical input and capacity building during the project period and commitment to maintain support beyond project period.
- International NGOs expanding their global programs such as FFI’s situation, need to put in place adequate resources and support mechanisms to service an expanded network, especially when there is a need to strengthen national capacity as part of their new programs.

IV. Financial Management Status:

Summary of audit reports received and periods that they cover over the course of the project:

<u>No.</u>	<u>Period Covered</u>	<u>Completed</u>
1	1 January 2000 – 31 December 2000	23 May 2001
2	1 January 2001 – 31 December 2001	13 June 2002
3	1 January 2002 – 31 December 2002	16 June 2003

According to the Grant Agreement, the annual audit reports should be submitted to the Bank within four months of the end of each calendar year. All audit reports received stated for unqualified opinion, however, as the table above shows, the audit reports had always been received late.

Due date of final statement of accounts and external audit with period of coverage from 1 January 2003 to 31 December 2003 is: **April 30, 2004.**

Received by Task Manager: **No** (not yet due, will be due on April 30, 2004).

Approved by Acting Country Director	Date	Signature
--	-------------	------------------

Bert Hofman		
--------------------	--	--



Caring for
elephants
habitat
and people

Annex: 1

Fauna & Flora International Sumatran Elephant Conservation Programme Strategy and Action Plan

Summary

Over the last several years of operation, the FFI Sumatran Elephant Conservation Programme (SECP) has built a body of knowledge about wild elephants, elephant habitat and land interests in Aceh, and an understanding of the interventions required to address threats to elephants and their habitats in Aceh. This achievement was financed largely through provision of a GEF Medium Sized Grant for the project “Conservation of Elephant Landscapes in Aceh”. The GEF grant will end in December 2003. Consequently, this strategy and Action Plan has been prepared by the SECP team in preparation for planning and implementing in-situ elephant conservation in Aceh and North Sumatra, over the period 2004 – 2008, with the support of funding from multiple donors.

The operational strategy is presented with SECP’s objective, guiding principles and areas of activity, which give an indication of the focus of SECP. Through preparation of a logical framework, SECP has developed an **action plan** of project components for implementation of the Operational strategy and the overall SECP objective over five years. These components take into consideration the guiding principles of SECP and each of the areas of activity are represented in one or more of each of the components – (an area of activity may directly relate to a project component, or it may cross cut several project components). The activities to achieve the objective of each of the components over the next three years have been agreed and are presented as a **three year action plan** with indicative **budget** and an initial **Fundraising Strategy** has also been prepared. The log frame and detailed work plan and budget for each component are presented in the annex section.

Operational Strategy

Objective

Conservation of wild Sumatran elephants and their habitats in Northern Sumatra.

Guiding Principles

Wherever possible we:

- Choose solutions that are environmentally, socially and economically sustainable, and build on traditional cultural values.
- Work through partnerships with local organisations, and build local capacity where needed.
- Address priority conservation needs where there is absent or insufficient effort on the part of other organisations.
- Are flexible in our response to needs and provide practical support at whatever level is appropriate.
- Adopt a team and collegiate approach to developing and implementing our programmes and enhancing the quality our work.
- Monitor and measure the impacts of our interventions and adjust our operations to optimize impacts.
- Are politically neutral.

Areas of Activity

Reviewing, developing, and facilitating implementation of the regulatory framework: Includes projects and programmes to support any necessary improvements in regulations for management of forest resources at the national, provincial and district level, as well as support for designing and implementing operational plans for their application at the field level.

Engaging in land use planning at provincial and district levels: Includes projects and programmes aimed at maintaining and reconstructing viable and contiguous areas of elephant habitat through: (a) collecting, collating and analyzing information on habitat type, elephant distribution and range, current and planned land use, and (b) building the awareness and capacity of land use planners and decision makers of the needs and opportunities to incorporate elephant conservation in the provincial and district level land use planning.

Mitigating human elephant conflict: Includes targeted land use planning and community outreach activities to mitigate ongoing conflict situations, which includes developing and applying policy guidelines to pre-empt and respond to incidents of conflict, as well as participating in selected types of intervention, including building the capacity of Government conflict response units.

Designing and implementing communications programs: Includes initiatives to identify, assess and influence the behaviours that currently impact on elephant conservation through design and implementation of targeted communications programmes.

Undertaking field assessment and analysis to support design, implementation and monitoring of conservation interventions: Includes, baseline surveys, and monitoring of species, ecosystems and socio-economic parameters to guide the design and implementation of all SECP activities to maximize conservation impacts.

Action Plan for Project Implementation 2004-2008

Summary Description of Programme Components

- 1. Incorporating conservation considerations into land use planning and management**, will entail:
 - (a) *Undertaking field assessment and analysis to support design, implementation and monitoring of conservation interventions*, including, baseline surveys, and monitoring of species, ecosystems and socio-economic parameters to guide the design and implementation of all SECP activities to maximize conservation impacts.
 - (b) *Engaging in land use planning at provincial and district levels* in order to maintain and reconstruct viable and contiguous areas of elephant habitat through: (i) collecting, collating and analyzing information on habitat type, elephant distribution and range, current and planned land use, and (ii) building the awareness and capacity of land use planners and decision makers of the needs and opportunities to incorporate elephant conservation in the provincial and district level land use planning.
 - (c) *Reviewing, developing, and facilitating implementation of the regulatory framework*, specifically including regulations governing management of forest resources at the national, provincial and district level, as well as support for designing and implementing operational plans for their application at the field level.

- 2. Responding to Human Elephant Conflict**, will entail:
 - (a) *Developing policy guidelines on response to human elephant conflict*, for adoption and dissemination by the appropriate authorities.
 - (b) *Building local capacity to respond to incidents of human elephant conflict* to mitigate and pre-empt further impacts, through provision of guidance and assistance to local communities and land owners living on the periphery of elephant habitat.
 - (c) *Facilitating local authority and local community collaboration* in mitigation of human elephant conflict.

- 3 Building capacity for control of forest crime**, will entail:
 - (a) *Assisting enforcement authorities* to develop techniques and prepare and implement operational plans, for investigation, patrolling and prosecution.
 - (b) *Facilitating local authority and local community collaboration* to enforce wildlife protection law.

- 4. Building Public and Stakeholder Support for Conservation**, at the provincial, district and village level, and will include:

- (a) ***Designing and implementing targeted communications programmes*** to influence public behaviours that currently impact on elephant conservation.
- (b) ***Encouraging and assisting key decision makers*** to make reasoned decisions in support conservation through lobbying and provision of analysis.

**Three year Action Plan and Indicative Budget
for Project Implementation 2004-2006**

Project Component Objectives and Activities	Budget
1. Conservation of elephants incorporated into land use planning & management in 10 districts in Aceh and North Sumatra.	
1.1 Establish Elephant Sanctuary and its collaborative management	\$363,300
1.2 Gain incorporation of Managed elephant range concept into land use planning	\$235,700
1.3 Conduct review and seek reformation of regulatory framework relating to biodiversity conservation	\$17,000
2. National policy for response to HEC supports in-situ elephant conservation and local authorities and communities in Aceh and North Sumatra have the capacity to implement it.	
2.1 Develop policy guidelines on response to HEC	\$10,000
2.2 Build capacity of local authority to respond to HEC and implement guidelines	\$150,000
2.3 Facilitate local authority and local community to collaborate in mitigation of HEC	\$10,000
3. Local authority capacity for control of forest crime strengthened in priority sites.	
3.1 Assist local authorities to develop techniques and to prepare, co-ordinate and implement operational plans for investigation, patrolling and prosecution.	\$150,000
3.2 Facilitate local authorities and local communities to collaboratively enforce wildlife protection law.	\$184,000
4. Public and key stakeholders support conservation of elephants and their habitat and participate in conservation efforts at provincial, district, and village levels.	
4.1 Design and implement a social marketing campaign	\$63,000
4.2 Establish biodiversity conservation information hubs (pojok)	\$19,000
4.3 Encourage local education department to include biodiversity conservation knowledge in 'Mulok' local knowledge school curriculum.	\$27,000
5. Project Monitoring and Management	\$450,000
5.1 SECP elephant population and habitat status assessment.	\$10,000
5.2 Second attitude survey.	\$5,000
5.3 Records of public events and media articles	\$1,000
TOTAL	\$1,695,000

Fundraising Strategy

Need to raise \$1,695,000 over three years.

This can be divided into **'themes'** by component, type of operational activity and focal issue, such as:

1. Conservation Response Units
2. Sanctuary Establishment and Management
3. Use of technology for Satellite tracking
4. Survey and Field work
5. Human-Elephant conflict mitigation
6. Translocation project
7. Education
8. Information centres - Pojok
9. Community involvement and development(ICDP)
10. Elephant welfare
11. Tackling Forest crime
12. Forest conservation monitoring and land use planning.
13. History and culture of Aceh
14. Linking conservation and business
15. Policy development.
16. Good governance

We can approach different **types of donors** for these different aspects of the project including:

1. Zoos
2. Animal welfare focussed donors
3. CEPF
4. Scientific focussed donors
5. Entertainment organisations (relating to the communications activities)
6. Industry and Organisations linked with Aceh (LNG Arun, Exxon-Mobile, KKA, Aceh Asian Fertilizer, Semen Andalus Indonesia)
7. Corporate donors
8. Rich individuals particularly interested in elephants
9. Debt swap for nature
10. Foreign governments (statutory)
11. Public – project sponsorship or membership

To approach donors we need to develop several **tools**, these could include:

1. Project concept document
1. Proposals specific to donors
2. General proposals to initiate relationship
3. Internet to raise awareness of SECP and provide information on the project
4. Personal contacts
5. Documentary (movie, picture, animation)
6. Recommendation/endorsement from government
7. Features (short interesting story from the field)
8. Eye catching quote (short statements which are interesting)

Annexes

Annex 1. – SECP LogFrame

Annex 2. – Component 1 Workplan and Budget

Annex 3. – Component 2 Workplan and Budget

Annex 4. – Component 3 Workplan and Budget

Annex 5. – Component 4 Workplan and Budget

Annex 6. – Component 5 Workplan and Budget

Annex 1 – SECP Logframe

Summary of Objectives/activities	Key Performance Indicators	Means of Verification	Important assumptions
Goal			
Conservation of wild Sumatran elephants and their habitat.	No significant reduction in wild elephant populations or loss of habitat.	National census of wild elephants and their habitats	<ul style="list-style-type: none"> • Adequate political support for elephant conservation can be established • Effective governance of forest resources is possible.
Project objective			
Effective conservation of elephant populations and their habitat in Aceh and North Sumatra Provinces.	No significant reduction in wild elephant populations or loss of critical habitat in Aceh and North Sumatra.	SECP elephant population and habitat status assessment.	<ul style="list-style-type: none"> • Political instability in Aceh reduces such that effective conservation can be implemented. • Adequate political support for elephant conservation can be established at provincial and district level. • Governance system is effective and accountable.
Project Outputs			
1. Conservation of elephants incorporated into land use planning & management in 10 districts in Aceh and North Sumatra.	<ul style="list-style-type: none"> • Land use plans prepared and adopted • Existing concessions in prime elephant habitat are revoked or have conditions attached to their operation • Special area for elephant 	<ul style="list-style-type: none"> • <i>Qanun & Perda</i> related to Land Use Planning at provincial and district level (RTRWP & RTRWK) • Decree from National Government and Provincial Governor and agreement 	<ul style="list-style-type: none"> • Provincial and district level government implement regulations effectively. • Agreement can be reached between National Government and Concession owners.

	<p>conservation established and collaboratively managed.</p> <ul style="list-style-type: none"> • <i>Map of elephant landscape and population verified by field survey</i> 	<p>between National Government and Concession owner.</p> <ul style="list-style-type: none"> • Decree from National Government and Provincial Governor declaring sanctuary and management plan. • <i>Map and field survey</i> 	<ul style="list-style-type: none"> • Agreements are adhered to.
<p>2. National policy for response to HEC supports in-situ elephant conservation and local authorities and communities in Aceh and North Sumatra have the capacity to implement it.</p>	<ul style="list-style-type: none"> • BKSDA/Local Authority responds to HEC with reference to guidelines. • Proportion of HEC incidents which are responded to in a way which conserves wild elephants increased. • Proportion of existing communities affected by HEC actively engaged in preventing and protecting against elephant damage increased. • Number of HEC conflict incidents decreased in the target activity areas. 	<ul style="list-style-type: none"> • Policy guidelines • Reports of HEC incidences 	<ul style="list-style-type: none"> • Responsible authority implements guidelines in a way that results in elephant conservation.
<p>3. Local authority capacity for control of forest crime strengthened in priority sites.</p>	<ul style="list-style-type: none"> • Quality tools and techniques for field surveying accessed and used by Local authority. • Patrols are targeted, properly recorded and analyzed. • Proportion of forest crime reported resulting in legal action increased. • Proportion of forest crime activities dealt with immediately by seizure. 	<ul style="list-style-type: none"> • Patrol reports forest crime database • Case Reports of forest crime and legal action • Case Reports and evidence 	<ul style="list-style-type: none"> • Local authority supports forest crime reduction • Targeting priority sites will have a sufficient influence to maintain total habitat and elephant populations • Control of forest crime will support conservation of elephants and their habitat.

	<ul style="list-style-type: none"> • Reduction in amount of forest crime. • Database relating to forest crime developed and maintained by responsible local authority. 		
<p>4. Public and key stakeholders support conservation of elephants and their habitat and participate in conservation efforts at provincial, district, and village levels.</p>	<ul style="list-style-type: none"> • Increased public awareness of and support for public about conservation of elephants and their habitat above the baseline. • Increased participation of public and key stakeholders in conservation related activities (events, meetings, surveys). • Biodiversity Conservation Information accessed by the public in Aceh and North Sumatra. • Biodiversity conservation knowledge is included in 'Mulok' local knowledge school curriculum. • Public statements made by key stakeholders in support of elephant conservation increased. • Key decisions in support of 	<p>First and Second attitude survey.</p> <p>Visitors to information sources</p> <p>Local Curriculum materials</p> <p>Records of public events and media articles.</p> <p>Provincial and district regulations</p>	<ul style="list-style-type: none"> • Public Awareness will stimulate and ensure conservation supportive action. • Increased support of key stakeholders will enable intervention to address conservation challenges

	elephant conservation increased.		
Activities			
1.1 Establishment and collaborative management of elephant Sanctuary	\$363,315		
1.2 Gaining incorporation of MER into landuse planning.	\$235,700		
1.3 Review and reform of the regulatory framework	\$17,000		
2.1 Develop policy guidelines on response to HEC	\$10,000		
2.2 Build capacity of local authority to respond to HEC and implement guidelines	\$150,000		
2.3 Facilitate local authority and local community to collaborate in mitigation of HEC	\$10,000		
3.1 Assist local authorities to develop techniques and prepare, co-ordinate and implement operational plans for investigation, patrolling and prosecution.	\$150,000		
3.2 Facilitate local authorities and local communities to collaboratively enforce wildlife protection law.	\$184,000		

4.1 Design and implement a social marketing campaign	\$63,000		
4.2 Establish biodiversity conservation information hubs (pojok)\	\$19,000		
4.3 Encourage local education department to include biodiversity conservation knowledge in 'Mulok' local knowledge school curriculum.	\$27,000		
5.1 SECP elephant population and habitat status assessment.	\$10,000		
5.2 Second attitude survey.	\$5,000		
5.3 Records of public events and media articles	\$1,000		
5.4 Project Management	\$450,000		

Annex 2 – Workplan and budget for component 1
Conservation of elephants incorporated into land use planning & management
in 10 districts in Aceh and North Sumatra.

	Activity	Year 1				Year 2				Year 3				Resources	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Human	Cost (\$)
1	Sanctuary establishment and collaborative management														363,315
1.1	Declaration of sanctuary														43,500
1.1.1	Facilitate ‘integrated team assessment’														
1.1.2	Lobbying Ditjen Planologi.														
	Conduct technical meeting in Provincial													PM, CD	500
	Conduct technical meeting in National level													PM, CD/CM	1,000
1.1.3	Facilitate boundary designation of sanctuary.														
	Wrap up for village meeting													FO, TO-D	2,000
	Conduct village meeting for participatory boundary designation													FO, TO-D	5,000
	Boundary demarcation and mapping													GO, FO, TO, CD	30,000
1.1.4	Lobbying to executive and representative (in provincial level)														
	Series meeting in provincial level													PM, CD	1,500
	Presentation to the local representative to gain recommendation letter													PM, CD	500
1.1.5	Developing special qanun for elephant sanctuary														
	Conduct workshop to initiate the qanun for elephant sanctuary													PM, CD, CM, CC	500
	In corporation with BKSDA developing an idea of qanun for sanctuary													PM, CD, CM, CC	500
	Submit the draft of qanun to the local representative													PM	100
	Monitoring the progress of qanun													CC, CD	500

Annex 4 – Workplan and budget for Component 4

Public and key stakeholders support conservation of elephants and their habitat and participate in conservation efforts at provincial, district, and village levels.

	Activity	Year 1				Year 2				Year 3				Resources	
		1	2	3	4	1	2	3	4	1	2	3	4	Human	Cost \$
4.1	Design and implement a social marketing campaign														
4.1.1	Building capacity of staff and partners to implement the social marketing campaign through workshop on social marketing campaign techniques by consultant.													5 person + 3 partners + consultant/month	10,000
4.1.2	Design a social marketing campaign techniques													5 person/month	2,000
4.1.3	Producing awareness material and preparing for social marketing campaign													5 person	25,000
4.1.4	Implement the social marketing campaign techniques													5 person/quarter	20,000
4.1.5	Participate on the public event e.g. Environment day, Earth day,	---	---	---	---	---	---	---	---	---	---	---	➔	2 person/year	1,000
4.1.6	Conducting Ramadan campaign													3 person/year	2,000
4.1.7	Develop and implement the Media & Press relations to gain coverage, including articles, mini feature jingle.	---	---	---	---	---	---	---	---	---	---	---	➔	2 person/quarter	1,000
4.1.8	Producing elephant merchandise to raise SECP profile													2 person/year	2,000
4.2	Establish biodiversity conservation information hubs (pojok)														
4.2.1	Develop a management and operational plan for establishing the conservation information centre.													3 person/month	2,000
4.2.2	Setting up the biodiversity conservation information centre including: Establish the library and audiovisual and up developing, up dating and maintenance SECP database.	---	---	---	---	---	---	---	---	---	---	---	➔	2 person/quarter	5,000
4.2.3	Developing, Up dating and maintaining the SECP website	---	---	---	---	---	---	---	---	---	---	---	➔	1 person/month	1,000
4.2.4	Providing notice board on elephant conservation issues in districts level	---	---	---	---	---	---	---	---	---	---	---	➔	2 person/quarter	1,000
4.2.5	Establish mobile conservation centre													2 person/quarter	10,000

