



2022-2026



**YAYASAN
PLANET
INDONESIA**

STRATEGIC PLAN

Yayasan Planet Indonesia Strategic Plan 2022–2026

Yayasan Planet Indonesia
Jalan Parit H. Husin 2
Komplek Alex Griya Permai I D12A
Pontianak 78124
West Kalimantan

www.planetindonesia.org

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OUR VALUES



Radical listening

Collaborative working processes



Open, honest, empathatic and communicative workplace culture

Mutual respect in working relationships



Maintaining supportive, nurturing working relationships

Reflective feedback mechanism



Agile, lean and adaptive working arrangements

Evidence-based decision-making



OUR PRINCIPLES



Human-Nature Synergy

Human-nature interactions can be maintained, balanced, and configured in a way that both ecological systems and community development paradigms thrive. Human well-being is symptomatic of ecosystem health, and the linkage is felt directly within rural village settings.



Community-Led

Community ownership is critical in acknowledging rights and enabling a secure position for communities to drive the evolution of their surrounding area. This pivots away from conventional approaches of community members acting as recipients of an externally-led program. Instead, communities are at the center, shaping their own future.



Process Orientation

Process orientation enables moment-specific opportunities and needs to be addressed as they arise. This invites participatory involvement to shape the entire experience. Innovation and place-based context can be integrated to enable practical and user-friendly outcomes for all involved.



Value-Adding

Strengths, opportunities, and pre-existing institutions are harnessed, built upon, and further developed where possible. While community needs and gaps are identified, they are not defined in a deficient manner.



Two-Way Learning

As facilitators and coaches, we recognize that we are constantly learning and that each opportunity allows for more experience to be gained. We are not equipped with all the answers, therefore, we engage with humility and acknowledge the interactions with our community partners are a two-way learning exchange.

Place-Based



Place-based approaches account for the features and unique sets of circumstances that occur in a given area. By valuing local knowledge and insight, we are able to design and develop to the needs and opportunities identified by the local resource users present on the ground.

Systems-Thinking



The symbiotic relationship between a rural community and the surrounding natural ecosystem cannot be ignored relative to local and global linkages. A holistic understanding of an area includes developing an overarching snapshot, identifying all parts of influence, and how these interact and converge to form a bigger picture.

Evidence-Driven



A strong foundational base builds upon what has proven to function. Monitoring, evaluation and reflective processes seek to inform decision-making processes, program design and partnership arrangements.

Adaptable



The dynamics on-the-ground are ever-evolving as conditions often change. Processes to detect variabilities and management tools that shift to meet these changes must be incorporated into any work plan.

Observational and Listening Lens



An observational and listening lens seeks to understand prior to forming preconceived decisions. The act of observing is critical to ensuring place-based approaches flourish as we steer clear of copy-paste replicas. Listening draws and builds upon the signals indicated by our partners.

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Acronyms and Abbreviations

BKSDA	<i>Balai Konservasi Sumber Daya Alam, Natural Resources Conservation Agency</i>	NRM	<i>Natural Resources Management</i>
BTKT	<i>Badan Tata Kelola Terkait, related governance bodies</i>	P2B2	<i>Pusat Penyelamatan Burung Berkicau, Songbird Rescue and Rehabilitation Center</i>
BTOR	<i>Back to office report</i>	PemDes	<i>Pemerintah Desa, Village Government</i>
CAGN	<i>Cagar Alam Gunung Nyiut, Gunung Nyiut Nature Reserve</i>	PIAPS	<i>Peta Indikatif Areal Perhutanan Sosial</i>
CC	<i>Conservation Cooperative</i>	Pokmaswas	<i>Kelompok Masyarakat Pengawas, Community Surveillance Group</i>
FPIC	<i>Free, Prior, and Informed Consent</i>	PUMK	<i>Pelayanan Usaha Masyarakat Konservasi</i>
HA	<i>hutan adat</i>	RbEL	<i>Research-based Evaluation and Learning</i>
HD	<i>hutan desa</i>	RBFM	<i>Rights Based Fisheries Management</i>
HCV	<i>high conservation value</i>	RKPDES	<i>Rencana Kerja Pemerintah Desa, Village Government Work Plan</i>
HLGN	<i>Hutan Lindung Gunung Naning</i>	RKPS	<i>Rencana Kelola Perhutanan Sosial, Social Forestry Management Plan</i>
IPLC	<i>indigenous people's and local communities (law)</i>	RKTL	<i>Rencana Kerja Tindak Lanjut, Follow-up Action Plan</i>
KKPD	<i>Kawasan Konservasi Perairan Daerah, Coastal Conservation Area</i>	RPHJP	<i>Rencana Pengelolaan Hutan Jangka Panjang, Long-term Forest Management Plan</i>
KPH	<i>Kesatuan Pengelolaan Hutan</i>	RPJMDes	<i>Rencana Pengelolaan Jangka Menengah Desa, Village Mid-term Management Plan</i>
KUPS	<i>Kelompok Usaha Perhutanan Sosial, Social Forestry Business Group</i>	SK	<i>Surat Keputusan</i>
LPHA	<i>Lembaga Pengelolaan Hutan Adat</i>	SMART Patrol	<i>Program Patroli Kawasan Konservasi</i>
LPHD	<i>Lembaga Pengelolaan Hutan Desa, Village Forest Management Agency</i>	SOP	<i>standard operating procedure</i>
MMP	<i>Masyarakat Mitra Polhut, Forest Police Partner</i>	TN	<i>Taman Nasional</i>
MoEF	<i>Ministry of Environment and Forestry</i>	TOR	<i>Terms of Reference</i>
MoU	<i>Memorandum of understanding</i>	TORA	<i>Tanah Objek Reforma Agraria</i>
MPA	<i>Masyarakat Peduli Api, Fire Rangers</i>	VCA	<i>Value Chain Analysis</i>
MPD	<i>Masyarakat Patroli Desa, Village Patrol</i>		

Foreword

Peace be upon you, and best wishes to everyone.

Yayasan Planet Indonesia (YPI) was founded and continues to work from the city of Pontianak, West Kalimantan, known as "The Province with a Thousand Rivers". In addition to many long and wide rivers, some of which still function as a means of transport connecting inland areas with the provincial center, West Kalimantan also has rainforest habitats essential for biodiversity. Despite a high rate of deforestation resulting from land conversion and unsustainable investments, many activities and measures enacted by the government, non-government organizations, social and environmental activists, and the community seek to maintain and strengthen a sustainable environment and to spread prosperity throughout the community.



The year 2022 is the eighth year that YPI has provided services through collaboration with vulnerable communities living in protected forest areas. Over these eight years, YPI has received direction and support from the relevant provincial government agencies, Natural Resources Conservation Center (BKSDA) and the Marine and Fisheries Service (DKP). YPI collaborates with farming, fishing, and marginalized communities in the mainland and coastal areas of West Kalimantan to assist the government and contribute to improving the quality of life and community welfare, as well as sustainable management and preservation of the environment.

Eight years is too short to measure the achievement of program objectives, especially in the field of community economic empowerment, linked to the responsibility to protect the environment. YPI faces several layers of challenges. Aside from financial support, the foundation also requires initiatives with adaptive strategic values. In terms of potential, YPI has a range of management individuals with experience and a strong commitment to the organization. YPI works to gain the government's trust to continue its work, have an impact, and bring about social and environmental changes in the targeted work areas.

Like other institutions in Indonesia, YPI will continue strengthening internal and external organizational aspects to work with a high commitment to achieve the aspirations and goals set out in its vision and mission, not only so that they are 'achieved' but also so that they are sustainable. YPI continues to maximize the work and services of the organization, not only by increasing the capacity-building aspect of leadership for all staff. It is also continuously improving the quality of each program, followed by standard procedures for implementing each activity, both for management and at the site level. These measures must be implemented to further strengthen the comfort, fairness, and protection of all employees as they work and other stakeholders.

In 2022, we have all started to forget the COVID-19 pandemic. Instead, we can learn valuable lessons and develop guidelines for our lives as a resilient and adaptive society in the new normal era. This year is a year of achievement for YPI. In addition to new sites and support from new funding institutions, the foundation has initiated six partnerships outside Kalimantan, spread across several other islands in Indonesia. To ensure that all planning and activities run according to the agreed design to achieve our goals, we have developed annual goals and also goals aimed at a five-year timeframe. The strategic plans are contained in the Planet Indonesia Foundation's 2022 Five-Year Strategic Planning Document, finalized in August 2022.

This strategic planning document contains all the expectations and objectives of YPI for the next five (5) years. YPI will strengthen and affirm itself as it determines its priorities for intervention focused on operational implementation and human resources that are synergistic, communicative, and adaptive in facing challenges and changes not only for the present but also for the future.

As a representative of the organization's management, I express my deepest gratitude to all our partner communities, stakeholders, funding agencies, and—in particular—the government in West Kalimantan, who have offered their prayers, attention, and ongoing support to YPI to continue its beneficial work.

Regards,

Novia Sagita



Executive Director, Yayasan Planet Indonesia

Pontianak, 2 August 2022

INTRODUCTION

Yayasan Planet Indonesia

Planet Indonesia is an international non-government organization that conserves at-risk ecosystems through community-level partnerships. Our holistic approach employs local solutions and values in enhancing the potential of rural communities and villages and restoring and maintaining balance between humans and nature. The approach is both collaborative and led by the community and creates the enabling conditions for the community to be involved in sound natural resource management.

Administratively, Planet Indonesia is governed by two legal entities, working in partnership:

1. Yayasan Planet Indonesia (YPI) was legally established in 2015 (AHU-0000127.AH.01.04.THN 2015) as the implementing arm of the Planet Indonesia approach and is domiciled in West Kalimantan, Indonesia
2. Planet Indonesia International (PI-USA) was founded in 2014 (501c3 registered) and is a support agency focused on fundraising, outreach and technical assistance and is based in the United States (US).

YPI is the implementing agency spearheading the organizational approach on the ground in West Kalimantan, Indonesia. YPI was established in response to the desire to both reduce threats to biodiversity and improve economic opportunity and access to basic services for local communities whose lands are within the boundaries of remote protected areas in West Kalimantan. PI-USA provides support to YPI through fundraising and donor relations, technical advice and direction, and partnership support.

In the seven years since inception, YPI has grown rapidly both in terms of the reach and impact of our programs and in the human, financial and other supporting resources of the organization. In 2021, YPI initiated institutional-level strategic planning to provide an effective framework and direction to guide organizational growth, future operations, scaling of impact, and to ensure support from PI-USA is appropriately targeted to achieve defined organizational goals.

Strategic Planning Purpose and Process

Over the past seven years, YPI has focused on:

- direct implementation, development and testing of the core model and CC Approach,
- measuring the impact achieved for beneficiary communities and landscapes, and
- investing in organizational growth.

Strategic planning within this context has been undertaken annually at a landscape (site) level.

This first, full, five-year strategic plan now provides a cohesive direction for YPI operations and management, recognizing that the approach will be flexible, adaptive, and reviewed regularly into the future. This plan prioritizes strategies for improving outcomes of the core model, increasing the impact of the model and supporting the effective implementation and planned growth of the model over the next five years.

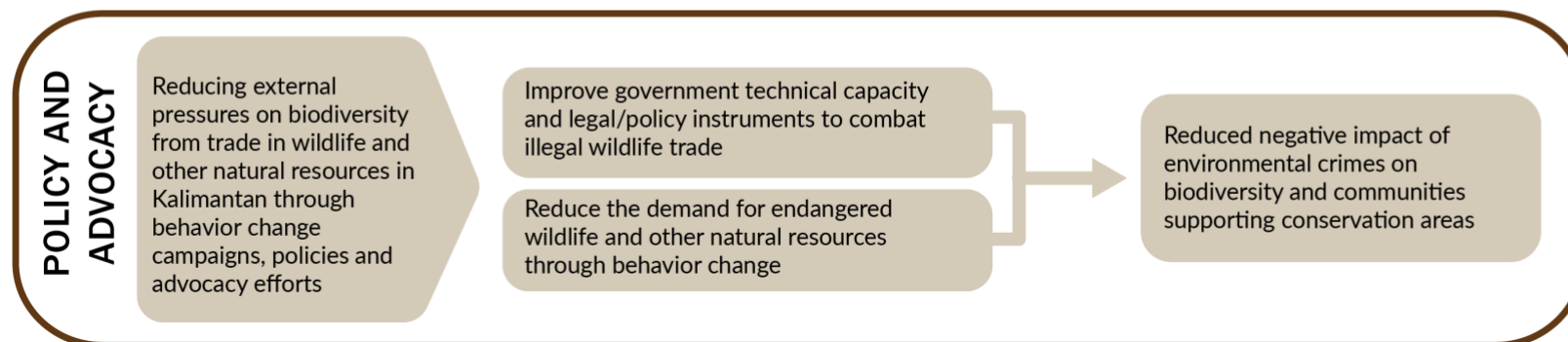
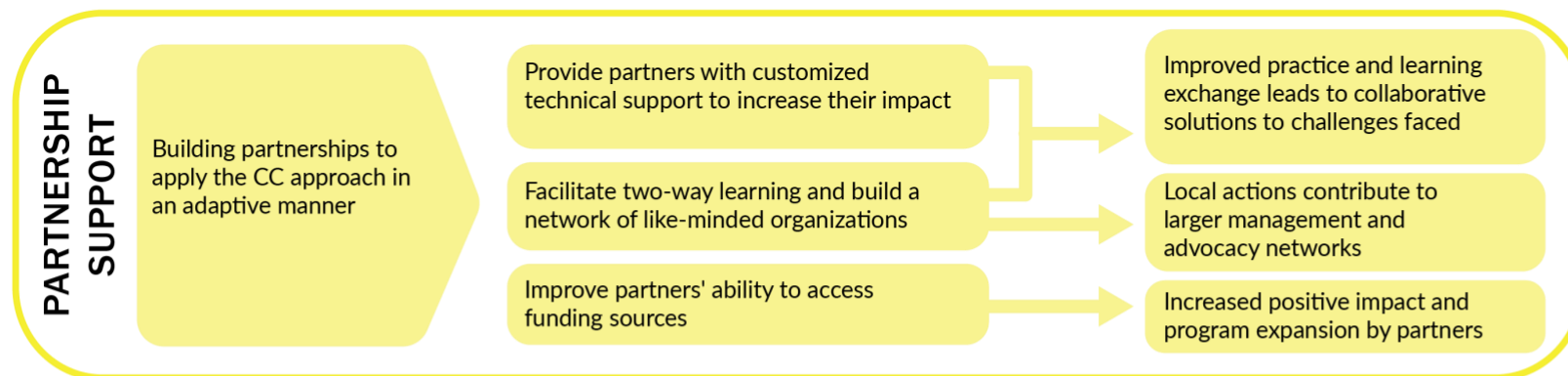
This plan was developed in a participatory manner involving all YPI staff and in close consultation with the YPI Senior Management and Executive Team, supported by consulting agency Sustainable Solutions International Consulting (SSIC). The strategic planning process was undertaken in two phases:

Phase 1: Building a Robust Foundational Strategic Framework, and

Phase 2: Building the Strategic Framework into a Five-Year Strategic Plan.

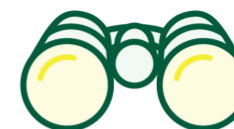
A remote, organizational-wide assessment in **Phase 1** (August–December 2021) consolidated YPI's long-term strategic ideas and direction into YPI's first strategic framework, as presented in Appendix 1 (page 39). **Phase 2** kicked off with an all-staff strategic planning retreat (31 May–02 June 2022), revisiting YPI's vision and mission, developing a simplified theory of change and brainstorming initial goals, objectives and targets for the priorities prioritized in Phase 1. The ensuing development of the goals, objectives, targets and key performance indicators (KPIs) in this plan was undertaken over the period June–July 2022 through a series of Senior Managers' Meetings and a collaborative feedback process.

YPI THEORY OF CHANGE



YPI MISSION

Conserving vulnerable ecosystems through community-led governance approaches that integrate natural resource conservation with empowerment to address community socio-economic problems



YPI VISION

The realization of the relationship between humans and nature for a just socio-ecological-economic system

'Community-led governance' is defined by YPI as a people-centered approach to integrate conservation of natural resources (water, soil, trees and local biodiversity) with empowerment to overcome poverty, food insecurity, health and socio-economic difficulties.

CORE MODEL

The four pillars of our core model are designed to bring positive change to the social ecological system by addressing the underlying social causes of biodiversity loss and unsustainable resource exploitation.



Rights

Supporting communities to secure rights and tenure over natural resources - the lifeline for rural livelihoods



Management

Providing technical support and incentives to drive community-led management



Governance

Supporting and growing local institutions that act as the governance body over social ecological systems



Regeneration

Providing socio-environmental services to amplify regenerative livelihoods and sustain well-being

CC APPROACH

We link the four pillars of the core model through implementation of the community-led Conservation Cooperative (CC) Approach. Conservation Cooperatives are the local governance institutions which drive the adoption of conservation action by communities.

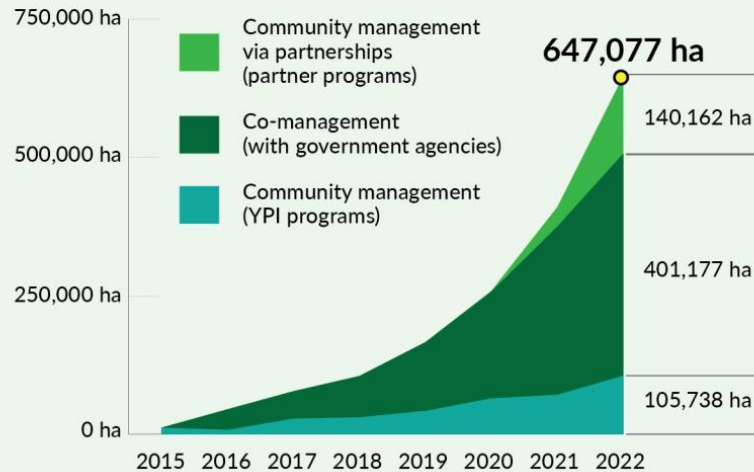


OUR IMPACT TO DATE



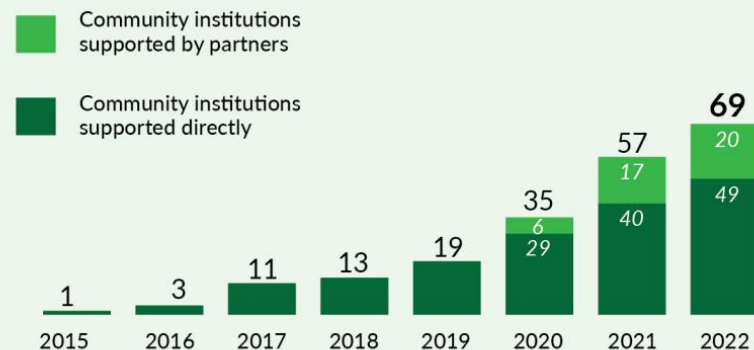
Rights & Management

647,077 hectares of terrestrial and marine areas under natural resource management through YPI programs



Governance

69 community institutions, associations, and other groups are involved in natural resource governance through YPI programs



Regeneration

Facilitating socio-economic services to strengthen resiliency and decrease reliance on the exploitation of natural resources



- 106 health ambassadors across 14 CCs



- 2,789 CC members
- 42.33% of beneficiaries are women
- Av. 38% growth in savings and loans programs
- Total savings of IDR 1,744,684,779 (USD ≈115,000)
- 72 income generating opportunities supported



- Average 29% increase in yield and income for smallholder farmers
- 29.7% temporary improvement in yield from periodic fisheries closures

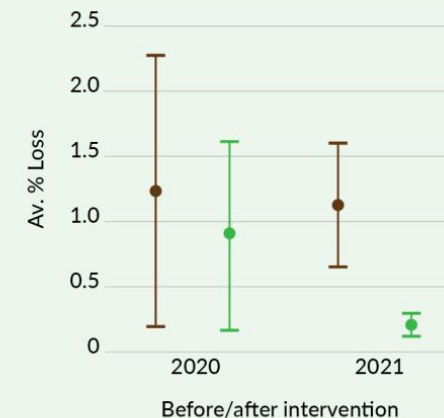


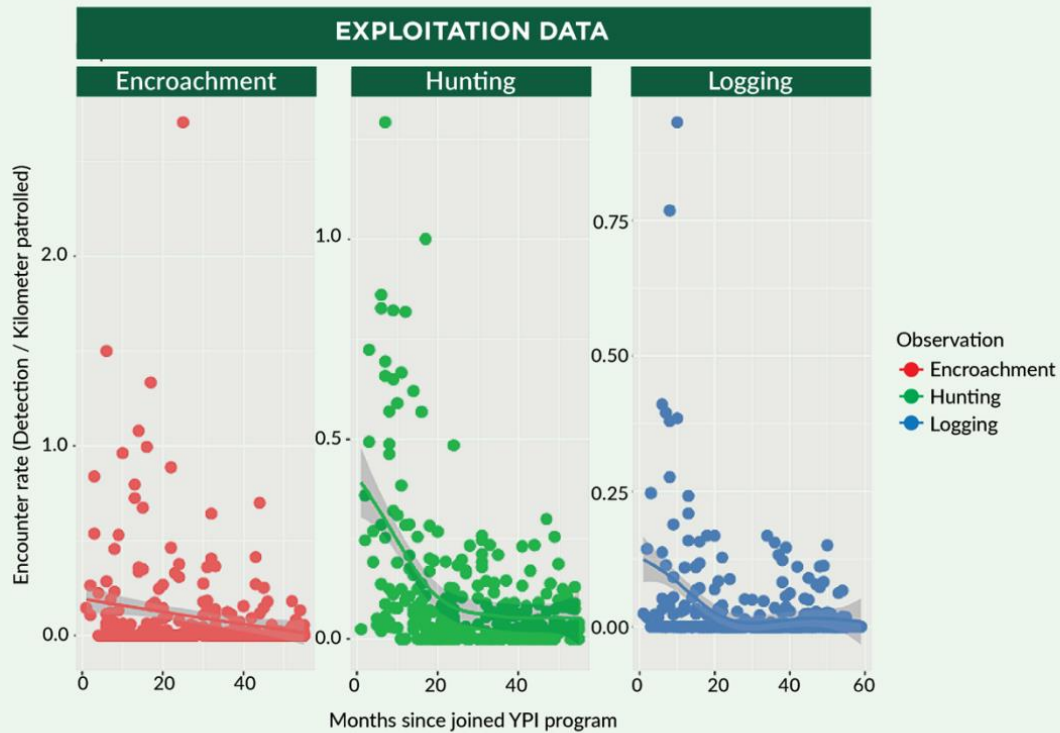
- Nearly 500,000 mangrove and agroforestry trees planted
- 306 rifles surrendered to reduce hunting
- 1,182 snares disarmed in terrestrial sites
- Av. 1,809 km patrolled monthly by community members



77% reduction in forest loss in areas managed by communities

73% decline in hunting, encroachment and logging in patrolled areas





Our inspirational impact statement for 2022–2026 to guide the achievement of our strategic goals, objective and targets is:

Unlocking the potential of ecosystems to support equitable social-ecological trajectories for rural communities.



STRATEGIC GOALS AND OBJECTIVES 2022–2026

Sixteen high-level goals in four strategic areas of focus are described here along with their SMART Objectives. Key Performance Indicators presented in the following section. The full table of goals, objectives, annual milestone activities and five-year targets can be found at Appendix 2 (page 40).

- A.** Strengthening the Conservation Cooperative Approach (page 11)
- B.** Towards independence of BTKT (page 18)
- C.** Scaling up the approach (page 20)
- D.** Cross-cutting programs (page 24)



A. Strengthening the Conservation Cooperative Approach

- We will implement the CC Approach with strong coordination among our work divisions.
- We will use our learnings from the past seven years to strengthen key components of the CC Approach.
- We will focus on synergizing work across programs within landscapes and building collaborations for better outcomes for the communities.

In this strategic plan, the term 'related governance body' (*Badan Tata Kelola Terkait*), described by its Indonesian acronym, BTKT, is intended to include all local governance bodies involved in YPI's programs and activities, especially the Conservation Cooperatives (CC) supported by YPI, as well as other institutions such as the Village Forest Management Body (LPHD) and Customary Forest Management Body (LPHA), etc.



@ Justin Grubb

PRIORITY: DEFINING THE LOCAL GOVERNANCE BODY (BTKT) JOURNEY

The 'local governance body journey', or 'BTKT journey', is defined by three stages: 'developing', 'advanced', and 'independent'. Progress in organisational growth is captured by these stages, from a group's formation right through to becoming a formal organisation or legal entity. The organisational journey is strongly related to governance capacity, leadership competence and organisational management, as well as administration and business management skills. In essence, the local governance institution journey identifies each group's progress towards achieving the necessary preconditions to independence.

To track our progress against this plan over the next five years, relevant objectives are measured or quantified in terms of a number or percentage of governance institutions at the 'developing', 'advancing', or 'independent' stage.

GOAL 1: "The BTKT journey" is clearly articulated based on general organisational development stages to guide and inform consistent BTKT development across regions.

Note: As the 'BTKT journey' is still under development, several SMART objectives, milestones, and targets presented in document this may need to be checked back and updated in line with its development

SMART Objective

- 1.1. By 2022, the BTKT journey is clearly articulated, with the stages and steps in the journey included in a guide to BTKT development



BUILDING THE CAPACITY OF LOCAL GOVERNANCE BODIES

Approach

- **Building BTKT capacity in the skills needed to become an independent organization** including administration and organizational management, as well as sustainable productive business development.
- **Exploring and designing an ‘exit strategy’ with advanced and independent BTKT**, identifying the pre-cursor conditions to phasing out and defining an acceptable threshold of success/failure for CCs beyond intensive intervention support.

GOAL 2: Facilitation guides and training modules are completed and available to target the capacity needs of members and administrators of relevant governance bodies (BTKT) and support the transition to BTKT independence.

SMART Objectives

- 2.1 By 2026, operational processes, guidelines and facilitation procedures address the capacity needs of BTKT for their transition to independence and support the increase in the number of BTKT and expansion through partners
- 2.2 By 2026, each BTKT's stage informs planning to increase institutional capacity towards independence
- 2.3 By 2026, BTKT at the advanced and independent stage apply good governance principles and practices¹
- 2.4 By 2026, the experiences and learnings working towards BTKT independence are applied in collaborative exit strategy design, including staged withdrawal over a specified time and phased reduction of support, utilization of community social capital that has been built, and sustainability of group activities

¹ See Appendix 3 (halaman 70) CC Governance Healthcheck
YPI STRATEGIC PLAN 2022–2026

COLLABORATION AND SYNERGIZING OPPORTUNITIES

Approach

- **Strengthening the main components of the CC approach**, focusing on synergizing the YPI program with other stakeholder programs in the region and building collaboration for better outcomes for the community.
- **Synergizing YPI programs with other stakeholder programs**, including all levels of government and NGO/CSO programs through informal or formal mechanisms to maximize support for YPI programs and activities and avoid duplication of efforts by different stakeholders.
- **Building partnerships and collaborations**, with government and non-government actors in YPI landscapes to increase opportunities for communities through access to a wider range of technical capacity, opportunities and thematic services.

GOAL 3: By 2026, YPI's work programs and activities will synergize with other stakeholder programs in each work area with collaboration and cooperation that is beneficial for the target community.

SMART Objectives

- 3.1 By 2026, YPI field staff have facilitation competencies and are capable of building beneficial collaborations
- 3.2 By 2026, commitments to inclusive natural resource governance are drafted with relevant West Kalimantan stakeholders
- 3.3 By 2026, opportunities for collaboration and synergy are maximized through joint commitments with external stakeholders
- 3.4 By 2026, BTKT training and technical expertise needs can be met through coordination and provision of training by stakeholders
- 3.5 By 2026, collaboration is improved and formalized between BTKT and village governments for adaptive and sustainable governance
- 3.6 YPI synergizes existing programs with activities in the village through the process of preparing the RPJMDes (Village Medium-Term Development Plan)
- 3.7 From 2022–2025, RKPS (Social Forestry Management Plans) and RPHJP (Long-Term Forest Management Plans) are developed for all Village Forests/ Customary Forests that have a permit
- 3.8 From 2022-2026, YPI establishes MoUs with key stakeholders

RIGHTS AND ACCESS

Approach

- In conservation areas (Wildlife and Nature Reserves and Preservation Areas) encourage the formation of community associations that can advocate for the recognition of community rights in natural resource management and encourage communities to build social forestry schemes through conservation partnerships.
- In protected areas, use social forestry schemes to establish community rights to natural resource management.
- Encourage regional regulations and governor regulations that recognize community rights to natural resources in terrestrial and marine ecosystems.

GOAL 4: By 2026, YPI supports BTKT to encourage the recognition of community rights in natural resource management (NRM) and BTKT has established associations and legal products that champion for this recognition in West Kalimantan.

SMART Objectives

- 4.1 By 2024, internal and external capacities can support communities to gain rights and access to natural resources and terrestrial and marine conservation areas in YPI's working areas
- 4.2 A legal review informs an inclusive process in recognizing community rights to NRM inside and outside conservation areas in each YPI area
- 4.3 Associations and legal products are established to advocate for the recognition of community rights in NRM in YPI's working area and inform the recognition of community rights in other areas in West Kalimantan

COMMUNITY-LED NATURAL RESOURCES MANAGEMENT AND GOVERNANCE

Approach

- **Strengthening community-led participatory natural resources management**, in both marine and terrestrial environments, by repositioning the governance of natural resources into the core trainings and structure of established and new BTKT.

GOAL 5: By 2026, BTKT are able to manage both marine and terrestrial natural resources to support community livelihoods and welfare.

SMART Objectives

- 5.1 By 2026, BTKT at the 'advanced' and 'independent' stages manage terrestrial and/or marine resources through implementation of adaptive NRM, including formal surveillance and protection systems
- 5.2 By 2026, BTKT members and management can implement adaptive NRM to increase agriculture yields, catch values and reduce exploitation of natural resources

INTEGRATED SUSTAINABLE LIVELIHOOD DEVELOPMENT

Approach

- **Integrating sustainable, community-led livelihood opportunities**, into all YPI programs and activities in each landscape.
- **Build community capacity** in developing and managing businesses **for achievable, sustainable and productive results**.

GOAL 6: Community-led sustainable livelihood opportunities have been integrated into YPI's program in each work area and communities gain access to business capital through YPI's support to reduce exploitation of natural resources and support community welfare.

SMART Objectives

- 6.1 By 2026, value chain analyses (VCA) and business feasibility studies inform sustainable development and testing of superior products in local contexts and drive systematic change
- 6.2 By 2026, strong relationships are built by capable BTKT with market actors (companies, financial institutions, universities, supermarkets/marketplaces, etc.) for superior agricultural products/non-timber forest products (NTFP)
- 6.3 By 2026, 15% of female BTKT members have access to business capital in 4 areas (Nyiut, Karimata, Naning, Kubu Raya)
- 6.4 By 2026, the impact of access to business capital and business development services is assessed and lessons learned are summarized and disseminated to relevant parties
- 6.5 By 2026, at least 30% of BTKT-KUPS (Social Forestry Business Group) members developing productive businesses in four areas have received socialization on the process of establishing and formalizing a new business
- 6.6 By 2026, the training package for sustainable productive business development (SMART Objective 2.1) is provided to 25% of BTKT developing productive businesses in West Kalimantan
- 6.7 By 2026, 40% of BTKT members have sufficient capacity to run a sustainable productive business in their area

B. Towards Independence of BTKT

- We will support established BTKT to achieve independence and develop self-reliance:
 - We will work with BTKT leadership and members to build the commitment, skills, capacity and self-belief necessary for institutional independence.
 - We will explore sustainable financing mechanisms appropriate to the local context and BTKT structure.



ORGANIZATIONAL AND FINANCIAL INDEPENDENCE

Approach

- **Develop access to sustainable financing mechanisms for governance institutions at the community or village level**, relevant to the region and local resources, agency structure, and community aspirations.
- **Support formalization or authorization of BTKT institutions**, through a member-preferred, legal organizational structure and contingent upon administrative and management capacity and financial independence.

GOAL 7: By 2026, BTKT at the independent stage can access sustainable sources of financing suitable for operations.

SMART Objectives

- 7.1 By 2026, pilot pathways are developed and established for BTKT to access sustainable financing schemes and opportunities for operational financing
- 7.2 From 2022-2026, guidance is provided to BTKT at advanced or independent levels to gain access to village, sub-district and district government funds and support through appropriate mechanisms

GOAL 8: By 2025, YPI has the capacity and basic materials to support BTKT in selecting legal entities on a Free, Prior and Informed Consent (FPIC) basis.

SMART Objective

- 8.1 By 2023, YPI has the capacity and basic materials to distribute to and inform those BTKT at advanced and independent stages so that they can choose legal entities on an FPIC basis

C. Scaling Up the Approach

- We will invest in adaptive planning and learn from pilot collaborations with NGOs on other islands in Indonesia. We will use a collaborative approach to support and learn together with implementing partners and use this experience to inform the development of support mechanisms and materials for implementing the approach and national expansion.
- We will conduct a critical evaluation and rigorous trial to obtain further evidence for the effectiveness of the CC Model. We will evaluate the 'suitability' of the approach across the diverse archipelago, and how implementing this approach requires adaptation to local social, natural and cultural conditions.



WEST KALIMANTAN EXPANSION

Approach

- **Invest in identifying local, like-minded and high-performing partners**, through alignment of mission and desired impact, to implement all or part of the CC Approach with the communities with whom they work.
- **Determine the scope and extent of expansion efforts** geographically and demographically, as well as the need for financial investment, funding and other resources needed to develop a mature and clear expansion action plan.
- **Plan two expansion paths, in West Kalimantan and nationally**, including setting realistic targets and limitations in the short and long term
- **Test methods of expansion** for the CC approach in West Kalimantan.

GOAL 9: By 2023, the number of communities and villages where YPI operates has been increased to achieve greater change for the wider social and ecological system.

SMART Objectives

- 9.1 Identify the communities and villages on the island of Kalimantan with a focus on disadvantaged villages inside or bordering conservation areas
- 9.2 By 2026, YPI has formed 3 new BTKT through an MoU with partners in West Kalimantan
- 9.3 By 2026, YPI has added at least 30 BTKT in current landscapes: (Karimata, Kubu Raya Coast, Kayong Utara, HLGN, Mount Nyiut Penrissen)
- 9.4 By 2026, YPI has added at least 16 BTKT in 4 new districts (Ketapang, Sanggau, Melawi, Sambas)

NATIONAL EXPANSION

Approach

- **Strengthen the field of evidence to drive community-led conservation approaches and inform policy decisions**, through learning, research and objective assessments of successful outcomes and implementation challenges. Simultaneously supporting PI-USA efforts to build the field.
- **Aggregate efforts**, working to anchor local efforts in larger networks to mobilize grassroots movements to reach policy makers, gain visibility, and drive change at scale.
- **Support partners and learn from their experiences** applying the principles of the CC approach and evaluating the impact of expansion efforts on the integrity of the approach, accountability to community constituents, area management, technical support mechanisms, and influence or policy adoption.
- **Provide tailored support to pilot partners**, through a collaborative cross-pollinating approach where technical support and learning is a two-way street.
- **Develop a collection of knowledge and facilitation resources** in the form of curriculum and training modules, guides, evidence-based research, and lessons learned as an accessible reference tool to support the implementation of the CC approach.
- **Strengthen partnerships through learning exchanges and networks**, connecting partners and encouraging collaboration and sharing between communities, NGOs/CSOs, and community-led organizations to inform best practices.
- **Carry out monitoring and evaluation in a credible, public and transparent manner** by involving beneficiaries and implementation partners as well as independent parties.

GOAL 10: From 2022–2026, an adaptive expansion plan is implemented for the benefit of society and the environment by applying the experience gained through collaboration with other NGOs in Indonesia.

SMART Objectives

- 10.1** The partner selection process at the national level is informed by the results of partner analysis at the landscape level and experience working with NGO partners on other islands
- 10.2** National level 'expansion through partners' planning is responsive and adaptive to collaborative evaluation
- 10.3** The learning network between YPI, implementing partners and BTKT members becomes a center for sharing experiences and lessons learned about the CC approach and its application, as well as building an understanding of best practices and informing effective implementation in the field
- 10.4** New CC working groups learn from experienced CC working groups to increase capacity in planning, implementing activities and MEL
- 10.5** The results of the evaluation of the expansion and application of the CC approach are used to develop an evidential basis for how the CC model can be adapted to diverse socio-cultural, natural and economic contexts

GOAL 11: The financial, human and other resources needed to support the 2022–2026 expansion efforts are identified, met and reviewed through adaptive financial and organizational planning.

SMART Objectives

- 11.1** Budget and funding requirements to support expansion efforts are determined and regularly reviewed by an adaptive planning process
- 11.2** Human resource requirements supporting expansion efforts are identified, met and reviewed through implementation of the organization's growth and HR plan

D. Cross-cutting Programs / Our Supporting Environment

- We will continue to support the core model in all that we do:
 - We will influence change, monitor and document impact, and build public support for conservation of the at-risk ecosystems in which we work.
 - Within our team we will build our knowledge and foster a strong, supportive organizational culture and commitment to change.



@ Roni Bia Santo

POLICY AND ADVOCACY (WAK GATAK)

Approach

- **Law enforcement and judiciary support**, providing intel, improving capacity, and combating corruption of industries and crime rings that exploit nature and human rights.
- **Wildlife trade research and advocacy** conducting research to uncover supply chains, map convergence points, and use data to advocate for policy reform and improved implementation.

GOAL 12: By 2026, effective law enforcement and judicial processes, and an enabling policy environment have significantly reduced the illegal wildlife trade.

SMART Objectives

- 12.1** By 2026, coordination of relevant authorities² in combating exploitative crimes against nature in West Kalimantan is enhanced
- 12.2** By 2026, the wildlife trade chain on the island is broken
- 12.3** During 2022–2026, data monitoring is carried out regularly and thoroughly to support and inform the study of the West Kalimantan wildlife trade
- 12.4** By 2026, advocacy drives policy reform and improved policy implementation
- 12.5** By 2026, judges and prosecutors implement the right policies and regulations to apply the appropriate level of prosecution

² Natural Resources Conservation Agency (BKSDA), Environment and Forestry Law Enforcement, MoEF (GAKKUM), Police, Customs, Quarantine
YPI STRATEGIC PLAN 2022–2026

SONGBIRD RESCUE, REHAB, RELEASE AND BEHAVIOR CHANGE

Approach

- **Implement the Songbird Rescue, Rehab, Release Program** through mechanisms to save and protect songbirds and rehabilitate them for release into their natural habitat.
- **Drive behavior change** through campaigns using innovative tools to reduce demand for wildlife, especially songbirds.

GOAL 13: By 2026, efforts to promote behavior change through the Songbird Rescue, Rehab, Release (P2B2) program have reduced the demand for wildlife and the need to save and rehabilitate songbirds.

SMART Objectives

- 13.1** By 2026, efforts to promote behavior change through P2B2 programs have reduced the demand for wildlife and the need to rescue and rehabilitate songbirds
- 13.2** By 2026, rescued and rehabilitated birds show positive survival rates and persist in populations after release into the wild
- 13.3** Over the period 2022–2026, a study of the most successful behavior change campaigns in the conservation and social sectors informs strategy development
- 13.4** By 2026, an education center will be established that facilitates awareness raising and proactively engages non-professional audiences in YPI's vision and mission

COMMUNICATIONS AND MEL

Approach

- **Measure and communicate the impact of YPI's approach**, to promote evidence and best practices that utilize rights-based approaches (e.g., social forestry, locally managed marine areas, co-management of protected areas) and drive social-ecological change.
- **Contribute to an honest and transparent learning environment**, by communicating successes, areas for improvement and failures to build understanding around what is and what isn't working.

GOAL 14: By 2026, YPI's monitoring, evaluation and learning (MEL) system is consistent and can assess the positive impact of interventions and guide program implementation.

SMART Objectives

- 14.1 By 2026, the development and achievements of each BTKT can be measured transparently
- 14.2 By 2025, three feedback mechanisms for program activities are developed and the monitoring capacity of program stakeholders is improved to contribute to MEL efforts
- 14.3 By 2026, the impact of the YPI program on natural resources and biodiversity, as well as the welfare and livelihoods of the community in work areas, are measured using quantitative and qualitative indicators
- 14.4 By 2026, feedback mechanisms are established and impact assessment on natural resources, and welfare of livelihoods, in the working areas of YPI partners

Approach

- **Amplify the YPI brand and visibility** by promoting stories that strengthen recognition for YPI's work.
- **Support awareness programs and environmental education** through direct implementation or partnerships with stakeholders in target landscapes, for community members and particularly school students (as predicted agents of change within family units).
- **Advocate for community-led approaches** targeting communications to drive support and resources to the sector.

GOAL 15: By 2026, support for YPI's approach and work program has been increased using various means and methods of communication at local and national levels.

SMART Objectives

- 15.1** By 2026, creative and analytical formats will be used to communicate the success of BTKT and the YPI program outcomes using MEL data
- 15.2** By 2024, build and support an honest and transparent learning environment between YPI program stakeholders, partners and other relevant parties.
- 15.3** By 2026, campaign materials and communications are adjusted to segment target audiences, to increase YPI visibility and promote community-led conservation approaches
- 15.4** Support and contribute to behavior change programs and environmental conservation education in YPI's working areas to increase understanding and support for YPI's approach

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

Approach

- **Increase access to knowledge, training, and support, and explore potential for cross-institutional learning** with collaborators, in sectors specific to organizational roles and responsibilities (sustainable fisheries, sustainable agriculture, business management, supply chain analysis).
- **Foster the development of a shared commitment to YPI's overall goals** through investing in change management processes to create a workplace culture that will support and drive change.
- **Improve organizational understanding and capacity** about the design and implementation of holistic approaches in the field of social ecological change.

GOAL 16: A YPI team that is professional and competent.

SMART Objectives

- 16.1** By 2026, YPI staff have the capacity and knowledge to fulfill their roles and responsibilities
- 16.2** All YPI staff have a thorough basic knowledge of YPI's goals and work, and understand the design and implementation of a social-ecological change approach
- 16.3** Manuals for induction and orientation of new staff are updated (including organizational identity, key processes etc.)
- 16.4** By 2024, the organizational chart is reviewed and updated according to the growth and expectations of the organization
- 16.5** YPI staff's professional development path supports optimal organizational growth and performance
- 16.6** YPI continues to strengthen SOPs and HR division procedures to support security, health and safety, code of conduct, child protection, among other important policies

KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) provide an at-a-glance view of the quantitative targets we have set against select strategic objectives described in the previous section. These related targets will be used to assess annual performance and progress towards achieving our goals.

The KPIs are divided into key categories:

- **LEARNING (internal & external)** — KPIs related to capacity building, competency and skills-strengthening, both within YPI as an institution, and within BTKT, associated partners and agencies.
- **INTERNAL PROCESSES** — KPIs related to key internal institutional processes required to ensure organizational strength and program integrity.
- **BTKT PROCESSES** — KPIs related to key processes for BTKT to achieve in order to become resilient and independent.
- **GROWTH** — KPIs related to expansion and growth of the organization and partnerships.
- **IMPACTS** — KPIs related to tangible conservation and community development achievements on-the-ground.
- **PUBLICATIONS & PRODUCTS** — KPIs related to reports and publications anticipated to emerge from YPIs work.

LEARNING (internal & external)

Ref. Goal.	Ref. Obj.	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
2	2.2	Percent of BTKT at the advanced or independent stage with a plan to build the necessary competencies for independence	% cumulative	-	-	50	70	80	80
3	3.1	Percent of YPI field staff trained in building and managing stakeholder relations and collaboration	% cumulative	-	25	50	75	90	90
3	3.4	Percent of BTKT members attending at least one training or technical learning activity organized by stakeholders in each landscape	% additive	-	-	10	10	10	30
4	4.1	Number of 'internal' trainings to improve understanding of Indigenous Peoples and Local Communities (IPLC) law	# additive	1	1	-	-	-	2
4	4.1	Number of 'external' trainings to improve understanding of IPLC law	# additive	-	-	3	-	-	3
6	6.5	Percent of BTKT-KUPS members developing productive businesses that receive learning modules for new business establishment (across 4 target areas)	% additive	10	5	5	5	5	30
6	6.6	Percent of BTKT members receiving "training package" in 4 regions (in economic management, brand identity, marketing, productive natural resources, product innovation & diversification).	% additive	-	10	5	5	5	25
6	6.7	Percent of "training package" recipients (6.6) that go on to develop sustainable productive businesses	% additive	-	-	25	-	15	40
7	7.1	Number trainings provided to BTKT that meet precursor conditions for accessing capital through local, national and international fundraising platforms	# additive	-	-	1	2	-	3
16	16.1	Number of priority trainings delivered to YPI staff for improved internal capacity	# additive	-	1	2	2	2	7
16	16.2	Number of all staff team building events	# additive	1	1	1	1	1	5

INTERNAL PROCESSES

Ref. Goal	Ref. Obj	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
3	3.8	Number of MoUs completed with key partners	# cumulative	-	-	2	4	7	7
13	13.2	Number of bird population surveys conducted at release locations	# additive	1	1	1	1	1	5
14	14.2	Persentase BTKT yang sudah menyepakati alat yang digunakan untuk umpan balik data dan memberikan masukan untuk perbaikan dashboard	% cumulative	-	-	-	5	10	10
16	16.3	Number of operational reviews to improve and strengthen HR policy and orientation process for new staff	# additive	-	1	1	1	1	4
16	16.4	Number of reviews and reflections on the organization chart and structure	# additive	1	1	1	1	1	5
16	16.6	Number of annual reviews of standard operating procedures and refreshers on all SOP and HRD policies	# additive	1	1	1	1	1	5

BTKT/CC PROCESSES

Ref. Goal	Ref. Obj.	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
2	2.3	Percent of BTKT established for a minimum of three years in the 'advanced' or 'independent' stages exhibiting the 22 indicators of "good governance"	% cumulative	-	30	50	70	90	90
2	2.4	Percent of end-stage BTKT have a clear 'exit strategy'	% cumulative	-	-	50	80	80	80
3	3.5	Percent of BTKT at the "developing stage" of BTKT journey have a draft MoU with village government	% cumulative	-	30	50	70	100	100
5	5.1	Percent of existing SMART patrols and Community Surveillance Groups (Pokmaswas) recognised by Decree (as a Forest Police Partner (<i>Masyarakat Mitra Polhut—MMP</i>), fire rangers (<i>Masyarakat Peduli Api —MPA</i>) or Village Patrol (<i>Masyarakat Patroli Desa—MPD</i>))	% cumulative	-	-	30	50	80	80
6	6.1	Percent of BTKT at the 'development' stage of their journey that have identified superior commodity products in their respective areas.	% cumulative	-	25	50	75	100	100
6	6.2	Percent of BTKT at the 'advanced' stage attend a workshop with market actors	% additive	-	25	-	45	-	70
6	6.2	Percent of BTKT members developing business commodities have an agreement supporting continued involvement with market actor	% additive	-	-	25	-	15	40
6	6.4	Number of BTKT members who receive access to capital via YPI whose socio-economic data is collected for analysis (Nyiut, Karimata, Naning, Kubu Raya)	# cumulative	18	26	34	42	50	50
7	7.1	Number of BTKT at independent stage active on local, national and international fundraising platforms	# additive	-	-	-	-	3	3
7	7.2	Percent of assisted villages with BTKT at the advanced and independent stage integrating their program activities in the RPJMDes and with an active role in budgeting	% cumulative	-	-	10	20	30	30

GROWTH

Ref. Goal	Ref. Obj.	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
9	9.2	Number of new BTKT established “through MoU with partners” in expanded West Kalimantan area	# cumulative	-	-	1	-	3	3
9	9.3	Number of new BTKT established by YPI within existing YPI landscapes	# additive	-	-	10	10	10	30
9	9.4	Number of new BTKT established by YPI in expanded West Kalimantan area	# additive	-	-	-	8	8	16
10	10.1	Number of MoUs signed with support partners outside West Kalimantan to apply PUMK approach	# additive	4	4	4	4	4	16
10	10.3	Number of annual partnership forums held to explore the experiences and challenges of conducting collaborative evaluations with partners and related governance bodies	# additive	-	-	1	1	1	3
10	10.4	Number of new PUMK working groups that are supported by partners to learn from long-established and experienced PUMKs.	# additive	-	2	2	2	2	8
13	13.3	Number of innovative tools and platforms utilized for behavior change	# cumulative	-	1	2	3	-	3
16	16.2	Number of workshops “per landscape” to review, renew and strengthen results chains	# additive	1	1	1	1	1	5
16	16.2	Number of national or international conferences or events attended	# additive	1	1	1	1	1	5

IMPACTS

Ref. Goal	Ref. Obj	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
3	3.3	Percent increase in terrestrial or marine hectares managed collaboratively by the community and the government, cumulative from previous year	% cumulative	-	5	10	15	20	20
4	4.3	Percent of villages in the Gunung Naning protected forest buffer zone with a decree that recognizes their right to manage natural resources	% cumulative	-	-	30	60	80	80
4	4.3	Percent of villages in the Gunung Nyiut nature reserve buffer zone with a decree that recognizes their right to manage natural resources	% cumulative	-	-	30	60	80	80
5	5.1	Percent of BTKT at the 'advanced' and 'independent' stage that have validated and implemented an adaptive NRM plan	% cumulative	-	-	50	75	100	100
5	5.1	Percent of BTKT that have implemented and validated a surveillance and protection system through SMART patrols and Pokmaswas	% cumulative	-	-	50	70	80	80
5	5.2	Percent reduction in exploitation rates (logging, poaching, and land clearing, illegal fishing) in end-stage BTKT	% cumulative	-	-	15	30	45	45
5	5.2	Percent increase in agriculture commodity harvest over the baseline	% cumulative	-	-	-	10	20	20
6	6.3	Percent of women BTKT members have access to business capital in 4 landscapes (Nyiut, Karimata, Naning, Kubu Raya)	% additive	-	-	10	-	5	15
7	7.2	Percent of existing Pokmaswas successfully receiving government support for monitoring activities	% cumulative	-	-	-	25	50	50
12	12.1	Number of quarterly coordination meetings held between the authorities (BKSDA, GAKKUM, Police, Customs, Quarantine) to fight exploitative nature crime in West Kalimantan	# additive	-	4	4	4	4	16
12	12.2	Percent decrease in birds / wildlife shops in West Kalimantan from baseline	% cumulative	-	15	34	45	60	60
12	12.5	Average number of years prison/ criminal punishment received per assessed wildlife case	# cumulative	-	1			1.5	1.5
13	13.1	Minimum number of songbirds rehabilitated and released	# additive	-	150	150	150	150	600
13	13.1	Minimum percent survival rate for songbirds in rehabilitation	% cumulative	-	50	50	50	50	50
13	13.2	Percent increase in target bird species population at release sites	# cumulative	-	-	-	-	15	15
13	13.3	Percent decrease in songbird contests in Pontianak and Kubu Raya	% cumulative	-	-	-	25	50	50
13	13.3	Percent decrease in demand for songbirds in Pontianak and Kubu Raya	% cumulative	-	-	10	20	30	30

PUBLICATIONS & PRODUCTS

Ref. Goal	Ref. Obj.	Measure	Metric	Milestones					Overall Target
				2022	2023	2024	2025	2026	
2	2.4	Number of journal articles published regarding the learnings and experiences of BTKT transition to independence	# cumulative	-	-	-	2	2	4
4	4.2	Number of right-based case studies conducted	# additive	-	-	1	1	-	2
6	6.4	Number of reports or journal articles published related to the impact of market access, business capital and business development on social and economic conditions	# additive	-	-	2	-	2	4
6	6.4	Number of assessments completed exploring the success of integrating sustainable livelihoods into YPI programs	# additive	-	-	4	-	4	8
7	7.1	Number of policy white papers produced on sustainable financing solutions for BTKT in Indonesia	# additive	-	-	-	-	1	1
10	10.5	Number of journal articles published on the effectiveness of the expansion of the PUMK approach, based on participatory impact assessments.	# additive	-	-	1	-	1	2
10	10.5	Number of external evaluations of the expansion of the PUMK approach (outcomes and impact)	# additive	-	-	-	1	2	3
11	11.1	Jumlah laporan yang memeriksa 'pengembalian investasi' dari upaya ekspansi 2022–2026	# additive	-	-	-	-	1	1
11	11.1	Number of reports examining the 'return on investment' of expansion efforts 2022–2026	# added	-	-	-	-	1	1
12	12.3	Number of scientific journal pieces published on the wildlife trade in West Kalimantan	# additive	-	-	-	1	1	2
12	12.4	Number of policy improvements related to wildlife trade	# additive	-	-	-	-	3	3
13	13.3	Number of essays / publications on the impact of behavior change campaign on the demand for songbirds and contests	# additive	-	-	-	-	1	1
15	15.1	Percent of BTKTs with completed profiles and written-up success stories / lessons learned	% cumulative	25	50	75	100	100	100
15	15.2	Number of thematic newsletters (print+digital) produced and disseminated to convey lessons learned	# additive	-	2	2	2	2	8
15	15.3	Percent increase in news and stories related to the YPI program and its partners appearing across 3 social media platforms	% additive	-	-	30	-	50	80

OUR TEAM

YPI is committed to investing in internal human resources development and employing local staff who understand the local context; at present 86 percent of staff employed are from West Kalimantan. YPI is led by a Senior Managers Team for day-to-day implementation and coordination, and strategizing programs and activities across landscapes on an annual basis. YPI benefits from the advice and strong knowledge and experience provided by the presence of the organizational founders within the team, Novia Sagita (YPI Executive Director) and Filipus Rusli (Advisor). Furthermore, Adam Miller (PI-USA Executive Director and Founder of Planet Indonesia) remains heavily involved in YPI's development, goal-setting and strategic direction. The YPI organizational chart is available in Appendix 7 (page 80).

Senior Management	
Adam Miller	Executive Director -Planet Indonesia - USA
Novia Sagita	Executive Director – Yayasan Planet Indonesia
Filipus Rusli	CC Organization and Resilience Fund Advisor
Devya Widhiyanti	Grant Manager
Iwi Sartika	Grant Associate Coordinator
Lia Syafitri	Communication and Outreach Manager
Sugiman	Hutan Lindung Gunung Naning Manager
Wahyudi	Partnership Support Coordinator
Muhammad Syukur Wahyu Putra	Conservation Manager
Miftah Zam Achid	CC Empowerment and Support Manager
Rodiansyah	MEL Manager
Melia Ramadhanty	Finance and Administration Manager
Luthfi Abdurrahman	HR Manager
Mukhlis Akbar	Landscape Karimata Manager



FINANCE AND FUNDING

Yayasan Planet Indonesia utilizes several pathways to generate funds to support our five-year goals and strategy:

Increase Individual Giving: Planet Indonesia - USA is the US-based 501c3 non-profit that assists YPI in fundraising. PI-USA & YPI plan to strengthen individual donor outreach in the United States and beyond through social media, in person fundraising events, more strategic targeted outreach, and a variety of annual giving campaigns

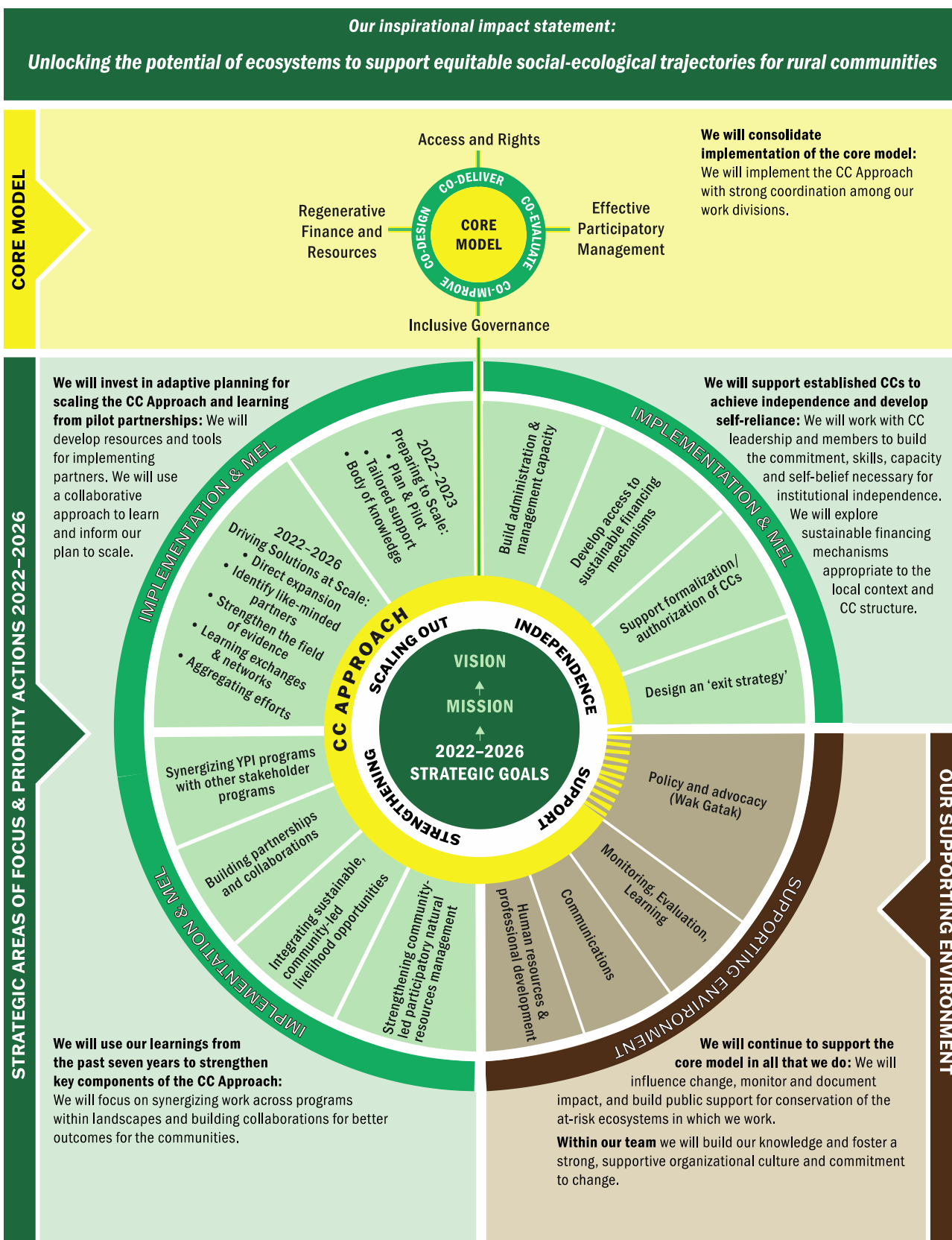
Deepen 'Foundation' Support: YPI has a strong track record of building positive long-term relationships with a variety of family foundations. These foundations often provide semi-unrestricted funds to general support grants that have been integral to the development of the organization. Over the next five years we will continue to expand our network of foundation support. This area of support is also integral to YPI's scaling goals as low hassle impact-driven grants and support is the key funding source that mobilizes impact at scale and support partner CSOs in Indonesia

Strengthen Government Funding: YPI has a strong track record of work with a variety of government agencies from USAID, US Department of State, US Dept' of Interior, Defra – Darwin, DIFID, among others. Government support is critical to supporting direct implementation work in West Kalimantan. This restricted funding will be expanded and leveraged to accelerate the expansion of work conducted directly by YPI in West Kalimantan

Payment for Ecosystem Services (PES): YPI is exploring several innovative finance mechanisms from PES to Blue Carbon Finance. While current (2022) Indonesian legislation acts a major barrier to this, YPI has plans to pilot alternative finance models to reduce dependency on grants and individual gifts.

APPENDICES

Appendix 1. YPI Strategic Framework



Appendix 2. Goals, Objectives, Milestone Activities, and Strategic Targets

A. Strengthening the Approach of Relevant Local Governance Bodies (BTKT³)

GOAL 1: “The BTKT journey” is clearly articulated based on general organisational development stages to guide and inform consistent BTKT development across regions.

Note: As the local governance body ‘journey’ is still under development, several SMART objectives, milestones, and targets presented in document this may need to be checked back and updated in line with its development.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
1.1 By 2022, the BTKT journey is clearly articulated, with the stages and steps in the journey included in a guide to BTKT development	YPI develops the BTKT journey along developmental stages as a foundational guide to local governance institution development	The guide for the development of local governance institutions has been completed, and the existing groups have been assessed according to their level of development Data visualization of every BTKT’s progress is available. A feedback mechanism is established for the guide	Annual review and evaluation of each BTKT according to its development journey and an update of its visualization 1 internal meeting held to collect feedback for guidance	Annual review and evaluation of each BTKT according to its development journey and an update of its visualization 1 internal meeting held to collect feedback for guidance	Annual review and evaluation of each BTKT according to its development journey and an update of its visualization 1 internal meeting held to collect feedback for guidance	The local governance institution journey is clearly articulated and captured within a foundational guide to organisational development 1 updated data visualization each institution’s progress along the ‘journey’ (google dashboard) for internal and external stakeholders

³ For ease of reference, we use the acronym for Local Governance Bodies following the Indonesian term, *Badan Tata Kelola Terkait* (BTKT). This term is used by YPI to describe all local governance bodies at their sites of work and includes Conservation Cooperatives, village forest management units, etc. The kind of group established or facilitated in each location depends on the local conditions and circumstances.

BUILDING THE CAPACITY OF LOCAL GOVERNANCE INSTITUTIONS

GOAL 2: Facilitation guides and training modules are completed and available to target the capacity needs of members and administrators of relevant governance bodies (BTKT) and support the transition to BTKT independence

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
2.1 By 2026, operational processes, guidelines and facilitation procedures address the capacity needs of BTKT for their transition to independence and support the increase in the number of BTKT and expansion through partners	Review of the Conservation Cooperative (CC) manual for coverage and inclusion of skills and abilities needed by groups to transition to independence	Facilitator guides and modules for the identified capacity needs are prioritized for improvement or development	YPI has (and utilizes) a complete facilitation package: guides, manuals, and training modules to increase community capacity towards independence. updated operational procedures and training modules for BTKT	Review and complete the facilitation guides, manuals and training modules to increase community capacity towards independence		YPI has 1 complete package of updated processes, guidelines, operational procedures and BTKT training modules Guidance documents for adaptive NRM are provided to 100% of BTKT at all stages of development
	1x needs analysis for economic management, business development and technical skills for BTKT per region					
	Methods and SOPs related to organization and governance are developed to complement the BTKT guidebook modules	BTKT guidebooks and training modules updated with the new SOPs and governance healthcheck method				
	Development of an adaptive, sustainable and productive natural resource management (NRM) framework/guide for inclusion in BTKT materials, guidelines and mentoring modules					

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
2.2 By 2026, each BTKT's stage informs planning to increase institutional capacity towards independence		1 competency improvement plan for BTKT which are at the 'advanced' stage	50% of BTKT at the advanced or independent stage have a competency improvement plan for independence	70% of BTKT at the advanced or independent stage have a competency improvement plan	80% of BTKT at the advanced or independent stage have a competency improvement plan	80% BTKT at the advanced or independent stage have a competency improvement plan
2.3 By 2026, BTKT at the advanced and independent stage apply good governance principles and practices	Establish indicators and guidelines to evaluate good governance 1 evaluation and healthcheck on the governance of all BTKTs based on 22 good governance indicators Develop a “governance health check” vizualization for internal and external stakeholders	30% of BTKT that are three years old and over and are in the 'advanced' or 'independent' stage apply 22 indicators of “good governance” 1 annual review to revise, update or strengthen 22 good governance indicators	50% of BTKT that are three years old and over and are in the 'advanced' or 'independent' stage apply 22 indicators of “good governance” 1 annual review to revise, update or strengthen 22 good governance indicators	70% of BTKT that are three years old and over and are in the 'advanced' or 'independent' stage apply 22 indicators of “good governance” 1 annual review to revise, update or strengthen 22 good governance indicators	90% of BTKT that are three years old and over and are in the 'advanced' or 'independent' stage apply 22 indicators of “good governance” 1 annual review to revise, update or strengthen 22 good governance indicators	90% of BTKT that are three years old and over and are in the 'advanced' or 'independent' stage apply 22 indicators of “good governance” 4 annual reviews
2.4 By 2026, the experiences and learnings working towards BTKT independence are applied in collaborative <i>exit strategy</i> design, including staged withdrawal over a specified time and phased reduction of support, utilization of community social capital that has been built, and sustainability of group activities	Conduct 'exit strategy' workshops to identify precursor conditions and determine possible success/failure thresholds for BTKT ⁴	Gather all inputs to better articulate what 'exit' looks like, what is needed and the most feasible mechanism to achieve it in internal learning reports	Develop facilitation materials and SOP to monitor exit strategy planning collaboratively 50% of BTKT that are in the independent stage have an exit strategy	2 journal articles or bulletins produced about learning and experiences of BTKT transition to independence 80% of BTKT that are in the independent stage have an exit strategy	2 journal articles or bulletins produced about learning and experiences of BTKT transition to independence 80% of BTKT that are in the independent stage have an exit strategy	1 'exit strategy' workshop 1 internal Lessons Learned report Material guide for companion and 1 exit strategy SOP 4 journal articles or bulletins 80% of the BTKT⁵ assessed as 'ready' to transition to independence have an exit strategy

⁴ See Appendix 4: The result of the consensus on capacity carried out in a participatory manner during the strategic planning workshop (page 71)

⁵ Assuming BTKT that have just reached the 'ready' stage in their journey will not have completed their exit strategy planning

COLLABORATION AND SYNERGY OF OPPORTUNITIES

GOAL 3: By 2026, YPI's work programs and activities will synergize with other stakeholder programs in each work area with collaboration and cooperation that is beneficial for the target community

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
3.1 By 2026, YPI field staff have facilitation competencies and are capable of building beneficial collaborations	Map out the stakeholders according to the alignment of YPI's work programs and issues in their respective landscapes.	1 draft SOP for stakeholder engagement in the form of best practices for communication and building and maintaining effective and strategic relationships	Finalize 1 SOP for stakeholder engagement	Evaluation of YPI's RKTL with other stakeholders	Internal trainer (YPI staff) conducted 1 training for other staff who had not attended stakeholder training in 4 YPI working areas	YPI has 1 SOP for stakeholder engagement
			Design medium term Follow up Action Plans (RKTL) (3-5 years) for stakeholders at West Kalimantan level and each region (5 RKTL)			YPI has 5 medium term RKTL
	Evaluate the competence of facilitators and available learning and training materials on stakeholder relations and how to build beneficial collaborations and cooperative relationships	25% of field staff in each region have attended training on building and managing stakeholder relationships and collaborations	50% of field staff in each region have attended training on building and managing stakeholder relationships and collaborations	75% of field staff in each region have attended training stakeholder relationships and collaborations 8 staff (2 per work area) participate in a 'Training of Trainers' (TOT) on stakeholder relationships and collaboration	90% of field staff have attended training on stakeholder engagement	90% of field staff have attended training on stakeholder engagement 8 staff have the competence to provide stakeholder training
3.2 By 2026, commitments to inclusive natural resource governance are drafted with relevant West Kalimantan stakeholders			1 workshop with influential and interested parties in West Kalimantan to develop a mutually beneficial support framework for NRM	1 workshop to review adaptive natural resource governance in West Kalimantan	1 adaptive natural resource governance document agreed by relevant parties	2 workshops on adaptive natural resource governance with relevant stakeholders in West Kalimantan

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
			1 participatory workshop to draft adaptive natural resource governance	Draft feedback on adaptive natural resource governance in 1 community/ public forum		1 document for adaptive natural resource governance approved by the relevant parties
3.3 By 2026, opportunities for collaboration and synergy are maximized through joint commitments with external stakeholders	1x meeting with stakeholders in each region to communicate YPI's work program and identify opportunities to collaborate and synergize (annual activity)	1x meeting with stakeholders in each region (annual activity)	1x meeting with stakeholders in each region (annual activity)	1x meeting with stakeholders in each region (annual activity)	1x meeting with stakeholders in each region (annual activity)	A total of 5 meetings with stakeholders in each region
		At least 1 draft MoU or cooperation agreement with stakeholders per BTKT (which already has a formal entity)				By 2026, 100% of BTKT that are a formal entity have at least 1 MoU or cooperation agreement with stakeholders
		At least 5% increase from 2022 in the number of hectares of both marine and land areas managed collaboratively by the community and government	At least 10% increase from 2022 in the number of hectares of land and sea areas that are managed collaboratively	At least 15% increase from 202 in the number of hectares of land and sea areas that are managed collaboratively	At least 20% increase from 2022 in the number of hectares of land and sea areas that are managed collaboratively	20% increase from 2022 in the number of hectares of marine and land areas managed collaboratively by the community and government
3.4 By 2026, BTKT training and technical expertise needs can be met through coordination and provision of training by stakeholders	1 internal meeting to determine criteria for prioritizing stakeholders for cooperation using the specified criteria ⁶	Develop a work plan with stakeholders in each region to answer the technical needs of BTKT members	10% BTKT attend at least 1 training or technical learning activity organized by stakeholders in each region	10% BTKT attend at least 1 training or technical learning activity organized by stakeholders in each region	10% BTKT attend at least 1 training or technical learning activity organized by stakeholders in each region	30% BTKT attend at least 1 training or technical learning activity organized by stakeholders in each region

⁶ The initial list of criteria includes: interest in the YPI program; having a program that can be synergized with the YPI Program; engagement and influence in conservation, sustainable and social development; competence in social and scientific fields as well as professional achievement; expected benefits for YPI work programs, local governance institutions and society in general.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
3.5 By 2026, collaboration is improved and formalized between BTKT and village governments for adaptive and sustainable governance		30% BTKT at the developing stage has a draft MoU with the village government (PemDes)	50% BTKT at the developing stage have a draft MOU with PemDes	70% BTKT at the developing stage have a draft MoUs with PemDes	100% BTKT at the developing stage has a draft MoU with PemDes	100% BTKT at the developing stage has a draft MoU with PemDes
3.6 YPI synergizes existing programs with activities in the village through the process of preparing the RPJMDes (Village Medium-Term Development Plan)	YPI and BTKT members build and document a shared understanding of the synergies between the YPI program and the PemDes program prior to the preparation of the PRJMDes	Review documents or program studies that already exist in the RPJMDes in 100% of villages that can access the document	Participate in Village Government Work Plan (RKPDES) meetings and oversee the implementation of mutually agreed synergistic programs	Participate in RKPDES meetings and oversee the implementation of synergistic programs as mutually agreed	Participate in RKPDES meetings and oversee the implementation of synergistic programs as mutually agreed	YPI program activities are synergized with activities in 30% of villages with BTKT
3.7 From 2022–2025, RKPS (Social Forestry Management Plans) and RPHJP (Long-Term Forest Management Plans) are developed for all Village Forests/ Traditional Forests that have a permit	Preparation of RKPS in accordance with P.09 of 2021 and ratified by KPH (Forest Management Unit)					5 RKPS documents completed (in accordance with P.09 of 2021 and in line with RPHJP)
3.8 From 2022–2026, YPI establishes MoUs with key stakeholders	7 long-term MoUs (>3 years) are developed with: 1) West Kalimantan Fisheries Service, (2) West Kalimantan Natural Resources Conservation Center, (3) West Kalimantan POLDA, (4) West Kalimantan Environment and Forestry Service, (5) Tanjungpura University, (6) Pontianak Muhammadiyah University, and (7) West Kalimantan Governor's Office		At least 2 MoUs completed and validated	At least 4 MoUs completed and validated	At least 7 MoUs completed and validated	YPI has 7 long-term MoUs with these stakeholders

RIGHTS AND ACCESS

GOAL 4: By 2026, YPI supports BTKT to encourage the recognition of community rights in natural resource management (NRM) and BTKT has established associations and legal products that champion for this recognition in West Kalimantan

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
4.1 By 2024, internal and external capacities can support communities to gain rights and access to natural resources and terrestrial and marine conservation areas in YPI's working areas	1 training workshop to increase internal understanding of the law of Indigenous Peoples and Local Communities (IPLCs) in Indonesia	1 internal training to increase capacity on IPLC law in Indonesia to identify opportunities for access and rights to conservation areas	3 external trainings to increase capacity on IPLC law in Indonesia to identify opportunities for access and rights to conservation areas			5 training sessions (internal and external) to increase YPI capacity to communities in recognizing community rights in NRM
4.2 A legal review informs an inclusive process in recognizing community rights to NRM inside and outside conservation areas in each YPI area		4 legal studies on opportunities in each work area to recognize community rights in NRM inside and outside conservation areas 4 results of legal studies presented to communities in YPI work areas to facilitate an inclusive process and free prior informed consent (FPIC) in recognizing community rights to NRM outside conservation areas	1 case study on a joint regulatory strategy with village heads to encourage the recognition of fishermen's rights in fisheries management and marine/coastal areas	1 case Rights-Based Fisheries Management (RBFM) used to open communication and encourage regional/provincial regulations that facilitate the recognition of the rights of coastal communities	1 strategy developed to support the governor's regulation for the recognition of the rights of coastal communities throughout West Kalimantan	4 x legal studies 4 x presentations 2 x case studies on conservation approaches and 1 x coastal community rights strategy in West Kalimantan
4.3 Associations and legal products have been established to advocate for the recognition of		1 strategy developed to encourage the recognition indigenous peoples' rights through social forestry in Gunung Naning	30% of the Gunung Naning buffer zone villages have a decree recognizing NRM rights	60% of the Gunung Naning buffer zone villages have a decree that recognizes NRM rights	80% of the Gunung Naning buffer zone villages have a decree that recognizes NRM rights	80% of the Gunung Naning buffer zone villages have a decree that recognizes NRM rights

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
community rights in NRM in YPI's working area and inform the recognition of community rights in other areas in West Kalimantan		landscape	2 associations of indigenous peoples in the Gunung Nyiut area (Bengkayang and Landak sub-districts) are legal entities 30% of Gunung Nyiut Nature Reserve (CAGN) buffer zone villages have a decree that recognizes NRM rights	2 associations of indigenous peoples in the Gunung Nyiut area have work plans and strategies to encourage the recognition of community rights 60% of CAGN buffer zone villages have a decree that recognizes NRM rights	CAGN is re-zoned to recognize the land rights of indigenous peoples (through a joint regulation with the village head) 2 indigenous peoples associations (Bengkayang, Landak) implement strategies for NRM rights in CAGN (e.g. TORA (Agrarian Reform), Conservation Partnership, re-zoning, enclave, etc.) 80% of CAGN buffer zone villages have a decree that recognizes NRM rights	2 associations of indigenous peoples are legal entities 1 joint regulation with the village head re-zoning CAGN to recognize the rights of indigenous peoples in terrestrial management 80% of CAGN buffer zone villages have a decree recognizing NRM rights
				1 joint regulation with the village head for recognition of the rights of coastal communities in determining the zoning of the Kubu Raya Coastal Conservation Area (KKPD) 1 joint regulation with the village head of Kubu Raya serves as a reference for replicating the Locally Managed Marine Area approach in other coastal areas in West Kalimantan (Padang Tikar Island, Maya Island and Bengkayang Island / Sambas)	Kubu Raya KKPD re-zoned to recognize the rights of coastal communities in marine management	1 joint regulation with the village head for the recognition of the rights of coastal communities in determining the zoning of the Kubu Raya KKPD

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
				1 association (Karimata Islands Community Association) is established as a legal entity and has a work plan and strategy to promote the NRM rights of the community 1 joint regulation developed with the village head to recognize the rights of coastal communities in zoning the Karimata Islands Nature Reserve	1 association (Kayong Utara) has implemented a strategy to obtain NRM rights in the Karimata Island Nature Reserve The Karimata Islands Marine Nature Reserve is zoned to recognize the rights of coastal communities in marine governance (decision with the village head as a reference)	1 joint regulation with the village head for the recognition of the rights of coastal communities in zoning the Karimata Islands Nature Reserve 1 association has been established as a legal entity and has a work plan and strategy to promote community NRM rights

COMMUNITY-LED NATURAL RESOURCES MANAGEMENT AND GOVERNANCE

GOAL 5: By 2026, BTKT are able to manage both marine and terrestrial natural resources to support community livelihoods and welfare

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
5.1 By 2026, BTKT at the 'advanced' and 'independent' stages manage terrestrial and/or marine resources through implementation of adaptive NRM, including formal surveillance and protection systems			50% of BTKT at the 'advanced' and 'independent' stages have ratified and implemented an adaptive NRM plan 50% BTKT have ratified and implemented a surveillance and protection system through SMART patrols and community surveillance groups (Pokmaswas) 30% of the SMART patrols and Pokmaswas have a Decree as Forest Police Partners (MMP), Fire Rangers (MPA) or Village Patrols (MPD)	75% of BTKT at 'advanced' and 'independent' levels have ratified and implemented an adaptive NRM plan 70% of BTKT ratify and implement a surveillance and protection system through SMART patrols and Pokmaswas 50% of SMART patrol groups and pokmaswas have a decree as MMP/MPA/MPD	100% of BTKT at 'advanced' and 'independent' stages have ratified and implemented an adaptive NRM plan 80% ratify and implement surveillance and protection systems through SMART patrols and Pokmaswas 80% of existing SMART and Pokmaswas patrols have a decree as MMP, MPA or MPD	100% of BTKT in the advanced and independent category have ratified and implemented an adaptive NRM plan 80% of existing BTKT ratify and implement a surveillance and protection system through SMART patrols and Pokmaswas 80% of existing SMART patrols and Pokmaswas groups) recognized by Decree as MMP, MPA or MPD
5.2 By 2026, BTKT members and management can implement adaptive NRM to increase agriculture yields, catch values and reduce exploitation of natural resources	Identify indicators that show BTKT is 'capable' in adaptive NRM planning, and implement baseline BTKT evaluation	Based on the evaluation results in 2022, strengthen/ develop 1 draft SOP for NRM for all BTKT that meet good governance	Mid-term assessment of BTKT target capacity to implement adaptive NRM Exploitation rates (logging, hunting and land clearing, illegal fishing) have decreased 15% from baseline Fisher's catch values increased 10% from 2022	Exploitation rate decreased 30% from baseline Agricultural commodity harvests increased 10% above baseline from the first year of program entry	End-line evaluation of target BTKT ability to implement adaptive NRM Exploitation rate decreased by 45% from baseline Harvest of agricultural commodities increased by 20% above the baseline from the first year of entering the program Fisher's catch values increased 20% from 2022	1 SOP for good natural resource management Exploitation rates decreased by at least 45% from the baseline of the first year of program entry in each village Fisher's catch values increased by 20% from 2022 Farmers' yields increased by 20% above the baseline from the first year of program entry

INTEGRATED SUSTAINABLE LIVELIHOOD DEVELOPMENT

GOAL 6: Community-led sustainable livelihood opportunities have been integrated into YPI's program in every work area and communities gain access to business capital through YPI's support to reduce exploitation of natural resources and support community welfare

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
6.1 By 2026, value chain analysis (VCA) and business feasibility analysis inform sustainable development and testing of superior products in local contexts and drive systematic change	1 x VCA feedback meeting with stakeholders to design value chain strategies and agree on business scenarios per village in 13 Regions (8 Nyiut and 5 Kubu Raya)	Implement VCAs for different commodities as a follow-up to the 2022 feedback meeting 2 x stakeholder meetings (annual activity) discussing business development and designing follow-up plans according to business characteristics in each region in Nyiut, Karimata, Naning, Kubu Raya ⁷	2 x stakeholder meetings (annual activity) in each region in Nyiut, Karimata, Naning, Kubu Raya	2 x stakeholder meetings (annual activity) in each region	2 x stakeholder meetings (annual activity) in each region	8 x stakeholder meetings to discuss business development in the regions of Nyiut, Karimata, Naning, Kubu Raya
	4 landscape-based business feasibility studies with ongoing VCA reference for BTKT		Reviewing the results of 4 landscape-based business studies with reference to the VCA (coastal, CAGN-Landak & CAGN-Bengkayang, HLGN, Karimata)			Reviewing the results of 4 business landscape studies with reference to the VCA
		25% of BTKT at the developing stage have identified	50% of BTKT at the developing stage have identified superior	75% of BTKT at the developing stage have identified superior	100% of BTKT at the developing stage have	100% of BTKT at the developing stage have superior products in their

⁷ In meetings with stakeholders to discuss business development and follow-up plans, attention must be paid to the conditions and characteristics of businesses in each region.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
		superior commodity products in their respective regions	commodity products	commodity products	identified superior commodity products	respective regions
6.2 By 2026, strong relationships are built by capable BTKT with market actors (companies, financial institutions, universities, supermarkets/marketplaces, etc.) for superior agricultural products/non-timber forest products (NTFP)		25% BTKT at the 'advanced' stage attend workshops with market actors to build relationships and discuss methods to resolve barriers and seize opportunities in 2 areas (land and coastal)		45% BTKT in the 'advanced' stage attend workshops with market actors in 2 areas (land and coastal)		70% of BTKT have attended one or two workshops with market participants
		25% of BTKT members developing commodity businesses have agreements that support ongoing engagement with market actors		Another 15% of BTKT members developing commodity businesses have agreements that support ongoing engagement with market actors		40% of BTKT members developing commodity businesses have agreements that support ongoing engagement with market actors
6.3 By 2026, 15% of female BTKT members have access to business capital in 4 areas (Nyiut, Karimata, Naning, Kubu Raya)			10% of female BTKT members access business capital in 4 areas (Nyiut, Karimata, Naning, Kubu Raya)		Another 5% of female BTKT access business capital in 4 areas	By 2026, 15% of female BTKT members have accessed business capital in 4 areas (Nyiut, Karimata, Naning, Kubu Raya)
6.4 By 2026, the impact of access to business capital and business development services is assessed and lessons learned are summarized and disseminated to relevant parties	Collect socio-economic data from members of 18 BTKT who have access to business capital through YPI in Nyiut and Kubu Raya	Collect socio-economic data from members of 26 BTKT who have access to business capital through YPI in Nyiut, Karimata, Naning, Kubu Raya	Collect socio-economic data from members of 34 BTKT members who have access to business capital through YPI in Nyiut, Karimata, Naning, Kubu Raya	Collect socio-economic data from members of 42 BTKT members who have access to business capital through YPI in Nyiut, Karimata, Naning, Kubu Raya	Collect socio-economic data from members of 50 BTKT members who have access to business capital through YPI in Nyiut, Karimata, Naning, Kubu Raya	1 data set and analysis of results of 50 BTKT accessing business capital through YPI in Nyiut, Karimata, Naning, Kubu Raya

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
			4 x mid-term evaluations of the success of integrating sustainable livelihoods into the YPI program (1 per region x 4 regions)		4 x end-line evaluations of the success of integrating sustainable livelihoods into the YPI program (1 per region x 4 regions)	8 x evaluations of the success of integrating sustainable livelihoods into the YPI program (2 per region x 4 regions)
			2 x reports or journal articles published on studies and the impact of market access, business capital and business development on socio-economic conditions		2 x reports or journal articles published on studies and the impact of market access, business capital and business development on socio-economic conditions	4 x reports or journal articles published on the results of studies and the impact of market access, business capital and business development on social and economic conditions
6.5 By 2026, at least 30% of BTKT-KUPS (Social Forestry Business Group) members developing productive businesses in four areas have received socialization on the process of establishing and formalizing a new business	Facilitation/ socialization of the process to establish a business and submit legal papers for a Village Government Management Agency (LPHD)-KUPS for at least 10% of BTKT-KUPS members developing productive businesses in 4 YPI work areas	Facilitation/ socialization of the process of establishing a new business, submitting the legal papers for LPHD-KUPS for at least afurther 5% of BTKT-KUPS members	Facilitation/ socialization of the process of establishing a new business, submitting the legal papers for LPHD-KUPS for at least afurther 5% of BTKT-KUPS members	Facilitation/ socialization of the process of establishing a new business, submitting the legal papers for LPHD-KUPS for at least afurther 5% of BTKT-KUPS members	Facilitation/ socialization of the process of establishing a new business, submitting the legal papers for LPHD-KUPS for at least afurther 5% of BTKT-KUPS members	Learning modules for new business establishment are given to at least 30% of BTKT-KUPS members developng productive businesses in 4 YPI work areas

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
6.6 By 2026, the training package for sustainable productive business development (SMART Objective 2.1) is provided to 25% of BTKT developing productive businesses in West Kalimantan		Economic management training is provided to 10% of BTKT members in each of the 4 regions	Business economic management training is given to 5% of BTKT members in each of the 4 regions	Business economic management training is given to 5% of BTKT members in each of the 4 regions	Business economic management training is given to 5% of BTKT members in each of the 4 regions	25% of BTKT members in each of the 4 regions who develop productive businesses receive a training package (with at least 15% of training participants being women)
		Training on developing identity, branding and marketing is given to 10% of BTKT members in 4 regions By 2023, 10% of BTKT members participating in the training are women	Continuous technical training/guidance in managing NTFPs/agricultural products/productive natural resources is given to 5% of BTKT members for superior products in each region Innovative product training and product diversification are provided to 5% of BTKT members in 4 YPI working areas	Training on developing identity, branding and marketing is given to 5% of BTKT members in 4 regions By 2025, another 5% of BTKT members participating in the training are women	Training/technical guidance on managing NTFPs/agricultural products/sustainable productive natural resources given to 5% of BTKT members for superior products in their respective regions	
6.7 By 2026, 40% of BTKT members have sufficient capacity to run a sustainable productive business in their area			25% of BTKT members who participated in the training run a sustainable productive business		Conduct a post-training survey on the perception of recipients of the productive business development training package A further 15% of BTKT members who participated in the training are running a sustainable productive business	Post-training survey shows that 80% of BTKT members who received the productive business development training package believe that they are capable and have the skills to set up a business. 40% of BTKT members participating in the training run a sustainable productive business

B. Towards BTKT independence

FINANCIAL AND ORGANISATIONAL INDEPENDENCE

GOAL 7: By 2026, BTKT, now in the independent stage, can access sustainable sources of financing suitable for operations

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
7.1 By 2026, develop and establish a pilot pathway for BTKT to access sustainable financing schemes and opportunities for operational financing	Monitor status and policies related to opportunities in the sustainable finance arena (e.g. PES, Carbon Finance ⁸) in the context of access for NGOs or community-led institutions and ensure that YPI's strategic activities and programs comply with national regulations.				1 white paper published on solutions through the sustainable financing arena for BTKT in Indonesia	1 white paper published on solutions through the sustainable financing arena for BTKT in Indonesia
	Evaluate the relative success and merits of mechanisms for accessing capital through existing international fundraising platforms and explore possibilities and concepts for developing new platforms for BTKT	Identification of BTKTs that meet prerequisite requirements demonstrating that they are ready to access capital through local, national and international fundraising platforms Hold 1 x training with resource experts in their field to BTKT who were identified as ready to manage participation in local, national and international fundraising platforms	Hold 2 x trainings with expert resource persons in their field to BTKT	Support 3 BTKT which are at the independent stage to start being active on local, national and international fundraising platforms	1 lessons learned report produced on the process and potential of a fundraising platform for sustainable financing of BTKT in West Kalimantan	3 x training
						At least 3 BTKT at the independent stage are starting to be active on local, national and international fundraising platforms 1 lessons learned report

⁸ Carbon Finance - Currently (2022) NGOs are not allowed to trade carbon on international markets from Indonesia. However, it is hoped that the MoEF will sign a new law that allows carbon trading. It is important for YPI to keep its information up to date as carbon finance does offer the potential for long-term support and funding in several project areas.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	Study the potential and risk of payment for ecosystem services (PES) schemes in Indonesia and internationally for beneficiaries and for environmental impact	The results of the study in 2022 are used to evaluate schemes that may be legal and in accordance with the institutional structure of the LPHD/LPHA	There is a minimum of 1 BTKT suitable and interested in being assisted as a pilot program to participate in the PES scheme in Indonesia	Feedback in the CC/LPHD forum about the process and experience of participating in PES schemes in Indonesia	First evaluation of the effectiveness of PES schemes to achieve sustainable financing goals and expectations	There is at least 1 BTKT piloting the development of sustainable financing through PES schemes
7.2 From 2022-2026, provide guidance and support to BTKT at advanced or independent levels to gain access to village, sub-district and district government funds and support through appropriate mechanisms			BTKT, at an advanced and independent stage, integrate their program activities into the RPJMDes in 10% of assisted villages and play an active role in budgeting	BTKT, at the advanced and independent stage, integrate their program activities into the RPJMDes in 20% of assisted villages and play an active role in budgeting	BTKT, at the advanced and independent stage, integrate their program activities into the RPJMDes in 30% of the assisted villages and play an active role in budgeting	BTKT activities are budgeted in the RPJMDes in 30% of the assisted villages
	1 evaluation of appropriate groups and regions to form Pokmaswas as a means of financing and fostering supervision of the use of natural resources in coastal and marine areas				50% of existing Pokmaswas successfully apply for and receive government support for monitoring activities	Supervision and monitoring activities for 50% of existing Pokmaswas receive government support
		1 consultative study to explore the mechanism of access to capital as a cooperative institution of the Public Service Agency for the Management of Marine and Fisheries Business Capital (BLU LPMUKP)		1 internal coordination meeting to develop a follow-up plan based on the results of the Public Service Agency opportunity research		1 consultative research study 1 follow-up plan in 2025
			100% MMP certified SMART patrol teams (Ref SMART Objective 5.1) receive government support (guidance/funding) in operational activities	100% MMP-certified SMART patrol teams (Ref SMART Objective 5.1) receive government support for operational activities	100% MMP certified SMART patrol teams (Ref SMART Objective 5.1) receive government support in operational activities	100% MMP certified SMART patrol teams (Ref SMART Objective 5.1) receive government support (guidance/funding) in operational activities

GOAL 8: By 2025, YPI has the capacity and basic materials to support BTKT in selecting legal entities on a Free, Prior and Informed Consent (FPIC) basis

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
8.1 By 2023, YPI has the capacity and basic materials to distribute and inform BTKT which are at an advanced and independent stage so that they can choose legal entities on an FPIC basis	Hold 1 internal legal review on BTKT legality options Develop 1 guide and 1 slide deck on BTKT legality options		1 internal workshop to build knowledge about the legality of BTKT Complete YPI facilitation materials and guides with information on BTKT legality options	Develop SOPs to help each community and BTKT make the right decisions about the legality of their own organization		1 option assessment document providing options for formalizing the BTKT organization 1 facilitation guidance document that supports the formalization of BTKT covering possible types of organizations 1 SOP supports the community and BTKT to make the right decisions in formalizing their organization

C. Expansion of the CC approach

We will use the lessons learned from our last seven years to strengthen the main components of the CC approach. We will focus on synergies.

WEST KALIMANTAN EXPANSION

GOAL 9: By 2023, the number of communities and villages where YPI operates has been increased to achieve greater change for the wider social and ecological system

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
9.1 Identify the communities and villages on the island of Kalimantan with a focus on disadvantaged villages inside or bordering conservation areas	Sharpen the criteria for identifying the communities and new villages ⁹	1 spatial analysis of Kalimantan to identify overlap between village status (highly lagging, underdeveloped, advanced and independent) with conservation areas ¹⁰ , social forestry areas (both with and without an existing decree), and areas that have high biodiversity (HCV) outside the conservation area	Permission obtained from the government of the identified priority village (through analysis in 2022) to enter the region and collect data as an indicator for the feasibility of the selection of work areas	The selection of new areas and villages is based on needs analysis, suitability and request for the CC approach		1 spatial analysis
9.2 By 2026, YPI has formed 3 new BTKT through an MoU with partners in West Kalimantan	1 study of risks and opportunities related to various partnership models in West Kalimantan (e.g., government, CSOs, NGOs, etc.) informs decision-making and expansion through local partners	Intitiate potential partnerships in the Kalimantan region identified in Smart Objective 9.1, using indicators approved in 2022, with a follow -up plan for pilot work established with implementing partners in West Kalimantan	1 MoU with a new partner in West Kalimantan to apply the CC approach and build at least 1 BTKT	At least 3 new BTKTs established in West Kalimantan through MoU with partners		1 study of opportunities and risks of cooperation models with partners in West Kalimantan 3 new BTKT through at least 1 MoU with partners in West Kalimantan

⁹ See Appendix 5. Issues to consider in the selection and prioritization of areas for expansion (page 73)

¹⁰ Conservation areas include, for example, National Parks, Nature Reserves, National Tourist Parks, Marine Protected Areas, etc.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
9.3 By 2026, YPI has added at least 30 BTKT in current landscapes: (Karimata, Kubu Raya Coast, Kayong Utara, HLGN, Mount Nyiut Penrissen)	1 internal workshop for finalization of direct expansion plans in West Kalimantan to determine and schedule the next steps and decision points, and assign responsibilities	Implement the plan as agreed in 2022 to prepare for expansion in 2024-2026	A minimum of 10 BTKT are formed in 4 YPI work areas	A minimum of 10 BTKT are formed in 4 YPI work areas	A minimum of 10 BTKT are formed in 4 YPI work areas	At least 30 new BTKTs are formed and are in the development stage in 4 YPI work areas
9.4 By 2026, YPI has added at least 16 BTKT in 4 new districts (Ketapang, Sanggau, Melawi, Sambas)			Conduct a field survey to see the suitability of villages in 4 new districts (Sanggau, Melawi, Sambas, Ketapang)	Formation of 8 new BTKT (Sanggau = 4; Melawi = 4)	Formation of 8 new BTKT (Sambas = 4; Ketapang = 4)	16 new BTKT are formed in 4 new districts in West Kalimantan

NATIONAL EXPANSION

GOAL 10: From 2022–2026, an adaptive expansion plan is implemented for the benefit of society and the environment by applying the experience gained through collaboration with other NGOs in Indonesia

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
10.1 The partner selection process at the national level is informed by the results of partner analysis at the landscape level and experience working with NGO partners on other islands.	Implementation of protocols and guidelines for partner scoping and screening, including selection criteria taking into account the work location and target community as well as alignment with YPI's mission, values, goals, and working principles			Internal evaluation of partner screening and scoping protocols and review of guidelines		Establishment of partner selection protocol and implementation guidelines
	Identify and prioritize potential partners in Indonesia	Initiating relationships to carry out the vetting process for potential partners	4 MoUs to support partners outside West Kalimantan implementing the	4 MoUs to support partners outside West Kalimantan	4 MoUs to support partners outside West Kalimantan implementing the CC approach	16 MoUs to support partners outside West Kalimantan

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
		4 MoUs to support partners outside West Kalimantan implementing the CC approach	CC approach	implementing the CC approach		implementing the CC approach
10.2 National level 'expansion through partners' planning is responsive and adaptive to collaborative evaluation	1 x internal workshop to determine and schedule next steps in supporting expansion through partners at the national level		Review of next step plans based on lessons learned from SMART Objective 10.3	Review of next step plans based on lessons learned from SMART Objective 10.3	Review of next step plans based on lessons learned from SMART Objective 10.3	4 x review of next step plans for expansion through partners at the national level
10.3 The learning network between YPI, implementing partners and BTKT members becomes a center for sharing experiences and lessons learned about the CC approach and its application, as well as building an understanding of best practices and informing effective implementation in the field	Design and establish a collaborative MEL system 1 internal workshop discussing how to share knowledge and learning on an ad hoc and regular basis in an inclusive network (e.g. WA groups, online forums, face-to-face meetings, etc.)	Regular meetings and evaluations with pilot partners and BTKT for feedback on guidelines, modules, mentoring and training for the CC approach Communication activities and schedule with partners integrated into YPI comms plan	"Annual partnership forum" for sharing experiences and challenges of conducting collaborative evaluations with relevant partners and governance bodies	"Annual partnership forum"	"Annual partnership forum" Expansion plan 2027–2031 developed which includes input from implementing partners and BTKT 1 symposium at the national level on the experience of implementing the CC approach	Minimum of 3 meetings and collaborative evaluations with each partner and BTKT 1 draft five-year expansion plan 2027–2031 1 symposium for the exchange and sharing of lessons learned on the implementation of BTKT and CC approach
10.4 New CC working groups learn from experienced CC working groups to increase capacity in planning, implementing activities and MEL	Design a comparative study plan for new CC working groups supported by partners to visit the experienced working groups in older CC	At least 2 CC working groups supported by partners conduct comparative studies to more experienced CCs that were established with support from YPI	At least 2 CC working groups supported by partners conduct comparative studies to more experienced CCs that were established with support from YPI	At least 2 CC working groups supported by partners conduct comparative studies to more experienced CCs that were established with support from YPI	At least 2 working groups from CCs supported by partners conduct comparative studies to more experienced CCs that were established with support from YPI	At least 8 CC working groups supported by partners conduct comparative studies

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
10.5 The results of the evaluation of the expansion and application of the CC approach ¹¹ are used to develop an evidential basis for how the CC model can be adapted to diverse socio-cultural, natural and economic contexts	Collecting data related to measuring the effectiveness of the CC approach in various contexts.					2 x participatory impact assessments At least 3 articles published
	Baseline evaluation for the effectiveness of the CC approach		Mid-term participatory impact assessment	At least 1 article published in an evidence-based journal, bulletin or other media that assesses the effectiveness of the CC approach in the wider area	At least 2 articles published in evidence-based journals, bulletins or other media that assess the effectiveness of the CC approach in the wider area Control impact survey before and after	
		Identify outside parties or consultants for evaluation	External evaluation of the progress and outcomes of the expansion of the CC approach	Implement the recommendations from the evaluation by 2024	External parties evaluate the results and impacts of the 2022–2026 expansion	2 evaluations of the expansion of the CC approach

GOAL 11: The financial, human and other resources needed to support the 2022–2026 expansion efforts are identified, met and reviewed through adaptive financial and organizational planning

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
11.1 Budget and funding requirements to support expansion efforts are determined and regularly reviewed by an adaptive planning process	Identify the budget and other resources needed to support expansion efforts in 1 financial and funding plan	Review financial and funding plan for necessary adjustments and anticipated changes to expansion plans (SMART Objective 10.2)	Review financial and funding plan	Review financial and funding plan	1 report compiled examining the 'return on investment' of the 2022–2026 expansion efforts	1 x 'return on investment' report
11.2 Human resource requirements supporting expansion efforts are identified, met and reviewed through implementation of the organization's growth and HR plan	Evaluation of human resource needs conducted to support the 2022–2026 expansion efforts and determine the organization's growth plan	Review organizational and human resource growth plan for anticipated adjustments due to changes to expansion plans (SMART Objective 10.2)	Review organizational and human resource growth plan for anticipated adjustments due to changes to expansion plans (SMART Objective 10.2)	Review organizational and human resource growth plan for anticipated adjustments due to changes to expansion plans (SMART Objective 10.2)	1 internal workshop discussing the HR planning process for expansion for the next 5 years considering the lessons learned during the 2022–2026 period	1 x HR plan for next 5 years expansion

¹¹ Covers impact from the following perspectives: financing, integrity of approach, accountability, technical support, and influence on decision makers and related policies.

D. Cross-Cutting Programs / Our Supporting Environment

POLICY AND ADVOCACY (WAK GATAK)

GOAL 12: By 2026, effective law enforcement and judicial processes and an enabling policy environment have significantly reduced the illegal wildlife trade

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
12.1 By 2026, coordination of relevant authorities ¹² in combating exploitative crimes against nature in West Kalimantan is enhanced	1 multi-stakeholder platform/forum is set up to enhance cooperation among relevant agencies	4 coordination meetings are held in multi-stakeholder forums to enhance collaboration to reduce illegal natural resource trafficking	4 coordination meetings held in multi-stakeholder forum	4 coordination meetings held in multi-stakeholder forum	Establishment of a task force to combat the wildlife trade 4 meetings held in multi-stakeholder forums	1 multi-stakeholder platform/forum is set up 16 meetings held in multi-stakeholder forums
12.2 By 2026, the wildlife trade chain on the island is broken		The number of shops selling protected birds/wildlife in West Kalimantan decreased 15% from baseline	The number of shops selling protected birds/wildlife in West Kalimantan decreased 30% from baseline	The number of shops selling protected birds/wildlife in West Kalimantan decreased 45% from baseline	The number of shops selling protected birds/wildlife in West Kalimantan decreased 60% from baseline	The number of shops selling protected birds/wildlife in West Kalimantan decreased 60% from baseline
12.3 During 2022–2026, data monitoring is carried out regularly and thoroughly to support and inform the study of the West Kalimantan wildlife trade	Five-year monitoring data study on wildlife trade in West Kalimantan					2 scientific journal paper published on the West Kalimantan wildlife trade
	Research methodology design on the West Kalimantan wildlife trade ensures that the data monitoring system supports the research objectives	Implement research into the wildlife trade in West Kalimantan	Implement research into the wildlife trade in West Kalimantan	Researching the wildlife trade in West Kalimantan 1 scientific journal paper published on the West Kalimantan wildlife trade	Researching the wildlife trade in West Kalimantan 1 scientific journal paper published on the West Kalimantan wildlife trade	

¹² Natural Resources Conservation Agency (BKSDA), Environment and Forestry Law Enforcement, MoEF (GAKKUM), Police, Customs, Quarantine
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SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
12.4 By 2026, advocacy drives policy reform and improved policy implementation	Data monitoring review is used to advocate for policy reform		Advocate and promote a multidoor policy that can add weight to prosecution		Develop at least three policy improvements related to the wildlife trade	3 policy improvements related to the wildlife trade
	The Songbird Rescue and Rehabilitation Center (P2B2) Program staff maintains logs and records of all meetings and interactions with government partners to monitor improvements in government services and policies that have occurred through advocacy.					Logs of meetings and interactions with government partners
12.5 By 2026, judges and prosecutors implement the right policies and regulations to apply the appropriate level of prosecution	Assist judges and prosecutors to implement the right policies and regulations					Wildlife cases receive a minimum of 1.5 years imprisonment/ criminal sentence
	Collect baseline data on average imprisonment/ criminal sentences for wildlife cases	Wildlife cases receive a minimum of 1 year imprisonment/ criminal sentence	Collect midterm data on average imprisonment/ criminal sentences for wildlife cases		Collect endline data on average prison/ criminal sentences for wildlife cases Wildlife cases receive a minimum of 1.5 years imprisonment/ criminal sentence	

P2B2 AND BEHAVIOR CHANGE

GOAL 13: By 2026, efforts to promote behavior change through the P2B2 program have reduced the demand for wildlife and the need to save and rehabilitate songbirds

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
13.1 By 2026, efforts to promote behavior change through P2B2 programs have reduced the demand for wildlife and the need to rescue and rehabilitate songbirds.		At least 150 birds rehabilitated and released into the wild	At least 150 birds rehabilitated and released	At least 150 birds rehabilitated and released	At least 150 birds rehabilitated and released	At least 600 birds are rehabilitated and released
		>50% survival rate for rehabilitated songbirds				>50% survival rate for rehabilitated songbirds
		4 areas identified for the release of birds that will involve BTKT members	4 meetings/workshops between the ex-situ and BTKT teams in the release target areas	BTKT in the release target area are involved in monitoring and releasing rescued birds		BTKT in the release target area involved in monitoring released birds
13.2 By 2026, rescued and rehabilitated birds show positive survival rates and persist in populations after release into the wild	Instruments and annual bird surveys to monitor songbird populations are designed, developed and baseline data are collected	Annual bird population survey at release sites	Annual bird population survey at release sites	Annual bird population survey at release sites	Annual bird population survey at release sites Bird population (target species) at release sites increased by 15%	1 x 5-year monitoring dataset at release sites
						Target bird population at release sites increased by 15%
13.3 Over the period 2022–2026, a study of successful behavior change campaigns in the conservation and social sectors informs strategy development ¹³	1 review of innovative and successful behavior change campaigns to inform the development of a behavior change strategy	The behavior change campaign aligns with YPI and Wak Gatak vision and and is integrated into YPI's broader work program	Behavior change campaign targets the songbird competition community in Pontianak and Kubu Raya	The number of participants participating in the songbird competition in Pontianak and Kubu Raya decreased by 25%	The number of participants taking part in the songbird competitions in Pontianak and Kubu Raya decreased by 50%	1 behavior change strategy Participation in Pontianak and Kubu Raya songbird competitions decrease by 50%

¹³ This SMART objective and milestone activities will be coordinated with the YPI communications and MEL divisions.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	1 x workshop to design a behavior change strategy including determining the desired impact and target audience, future steps, costs, required resources, and responsibilities	The behavior change program uses at least 1 innovative tool or platform that is proven to be effective with the target communities in Indonesia	Behavior change programs are implemented using at least 2 innovative tools and platforms	Behavior change programs are implemented using at least 3 innovative tools and platforms		Behavior change program uses at least 3 innovative tools and platforms Target audience interest in wildlife trade news increased by 50%
	Audience baseline data for behavior change campaigns and wildlife demand are collected from the YPI and Wak Gatak datasets, gaps identified and plans made to collect additional data		Collect midterm data on market demand trends and from target audience and campaign adjustments are initiated (if required) 10% decrease in songbird demand in Pontianak and Kubu Raya	20% decrease in songbird demand in Pontianak and Kubu Raya	Collect endline data on market demand trends and from target audiences to measure impact of campaigns 30% decrease in songbird demand in Pontianak and Kubu Raya	30% decrease in songbird demand in Pontianak and Kubu Raya
					1 article published on impact achieved through evidence-based behavior change campaign	1 published article
13.4 By 2026, an education center will be established that facilitates awareness raising and proactively engages non-professional audiences in YPI's vision and mission ¹⁴	1 plan designed, developed for the education center	Plan educational programs, exhibitions, immersive activities about songbirds and wildlife, their importance, threats and conservation	Develop educational programs in line with the vision and mission of YPI and Wak Gatak, including themes, learning modules, content, media, etc.	Produce and install educational programs	Manage and update educational programs based on observations, visitor feedback and needs	1 Education Center functioning and operating with SOPs and permits An educational program that is responsive, updated and displayed in the education center
		Manage permits and licenses for the construction of education center		Collate visitor feedback through surveys, direct interaction and observation SOPs established to ensure good operations		

¹⁴ These activities will be coordinated with the YPI communications division.

Monitoring, Evaluation & Learning (MEL) and Communication

GOAL 14: By 2026, YPI's monitoring, evaluation and learning system is consistent and can assess the positive impact of interventions and guide program implementation

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
14.1 By 2026, the development and achievements of each BTKT can be measured transparently	Developing a system measuring the BTKT's stage of development: advanced or independent Achievements and results of BTKT are entered into the database/ data system	Each BTKT is evaluated and the data are input into the system/database A system for program feedback from the field has been implemented 1 protocol established for data and information distribution for involved agencies/parties	BTKT data are collected from the field All BTKT data are updated in the system/database	BTKT data are collected from the field All BTKT data are updated in the system/database	BTKT data are collected from the field All BTKT data are updated in the system/database	The BTKT data/database system is built and data are accessible in open access
14.2 By 2025, three feedback mechanisms for program activities are developed and the monitoring capacity of program stakeholders is improved to contribute to MEL efforts	Review and identify the needs for improving or updating SOPs, companion materials, and training modules related to the monitoring of BTKT management and members	Identification of accessible applications and feedback protocols (Google Data Studio, Tableau) to provide input directly		5% BTKT have agreed on, and used the tool, for data feedback and providing input for the dashboard improvement	10% BTKT have agreed on, and used the tool, for data feedback and providing input for the dashboard improvement	3 feedback mechanisms 10% BTKT have agreed on, and used the tools for data feedback and providing input for dashboard improvement 1 Learning document is developed by each BTKT
		The program complaint mechanism for each BTKT is agreed by the management and members to the program learning document	1 learning document is developed by each BTKT and used for adaptive program implementation			
		SOPs, materials, guidelines, and training modules related to monitoring for management and members have been strengthened and kept up to date including feedback mechanisms	Monitoring and support training is given to the communities identified as capable			
	The mechanism of feedback from the BTKT management, members and other stakeholders are		Independent community monitoring data system is running	The data and information generated by the feedback mechanism is checked and the required adjustments are implemented		

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
	discussed internally and the system is built					
14.3 By 2026, the impact of the YPI program on natural resources and biodiversity, as well as the welfare and livelihoods of the community in work areas, are measured using quantitative and qualitative indicators	1 document produced about research-based evaluation & learning evaluation (RBEL) with priority research questions and evaluation targets	5-7 key research and evaluation questions ("Big Picture") guide the main evaluation and 'learning project' between 2022-2026 and are written up as journal articles/ reports 1 analysis on 'costs per unit impact' to increase understanding of cost/benefit models and the approach to scalability (e.g., minimum investment feasible to achieve the main target) 1 online learning center is established and promoted to share knowledge, challenges, and program results between PII and YPI, with regular visits, download resources, and is used to strengthen networks and relationships for rights-based approaches to conservation				5 Journal articles or technical reports 1 online learning center
14.4 By 2026, feedback mechanisms are established and impact assessment on natural resources, and welfare of livelihoods, in the working areas of YPI partners	1 communication document with YPI partners on mechanisms for monitoring feedback and measuring the impact	Regular communication with partners to get input to YPI regarding the system that has been built together to be implemented with partners				1 communication document with YPI partners about mechanisms for monitoring feedback and measuring the resultant impact

GOAL 15: By 2026, support for YPI's approach and work program has been increased using various means and methods of communication at local and national levels

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
15.1 By 2026, creative and analytical formats will be used to communicate the success of BTKT and the YPI program outcomes using MEL data	1 workshop to increase internal capacity in storytelling	Profiles, success stories or lessons learned developed for 50% of BTKT	Profiles and success stories or lessons learned developed for 75% of BTKT	Profiles and success stories or lessons learned developed for 100% of BTKT	Compile success stories for analysis in promotional writing about the YPI program and its qualitative impact	Profiles and success stories or lessons learned developed for 100% of BTKT
	Profiles and success stories developed for 25% of BTKT			A systematic and qualitative analysis of the collected success stories for		1 promotional article about the qualitative impact of the YPI program

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
				commonalities or significant changes generated by the YPI program		
15.2 By 2024, build and support an honest and transparent learning environment between YPI program stakeholders, partners and other relevant parties.	Analysis of the best mechanisms for developing and distributing YPI program lessons and successes among program stakeholders and others	Collect and analyze existing lessons learned, identify learning themes	Open access to learning materials and application of the CC approach (training manuals/modules, toolkits, SOPs) (Ref SMART Objective 2.1)			Materials on the application of the CC approach are available on an online platform
		Lessons learned from BTKT members and administrators, implementing partners are conveyed through print and digital thematic newsletters twice a year	Learning is delivered through print and digital thematic newsletters twice a year	Learning is delivered through print and digital thematic newsletters twice a year	Learning is delivered through print and digital thematic newsletters twice a year	8 x newsletters are published that convey learnings
15.3 By 2026, campaign materials and communications are adjusted to segment target audiences, to increase YPI visibility and promote community-led conservation approaches	Review campaign media and communications to make improvements Agree media platforms to target audiences at site and national levels to increase impact of campaign media and communications	Develop communication media that promote the benefits of YPI's approach that is tailored to the most important issues in 2 areas	30% increase in news and stories related to the YPI program and its partners appearing on 3 social media platforms that are popular in Indonesian society	Develop communication media promoting the benefits of YPI's approach that is tailored to the most important issues in the other 2 areas	50% increase in news and stories appearing on 3 social media platforms	80% increase in news and stories appearing on 3 social media platforms
						Communication media promotes the benefits of YPI's approach tailored to the most important issues in the 4 areas
15.4 Support and contribute to behavior change programs and environmental education in YPI's work areas to increase understanding and support for YPI's approach	Use the stakeholder mapping (SMART Objective 3.1) to identify options to collaborate and support behavior change programs and environmental education in YPI landscapes	Collaboration opportunities, behavior change programs and environmental education are included in stakeholder RCTL in each region	YPI is directly involved or conducts environmental conservation education activities in at least 1 YPI working area	YPI is directly involved or conducts environmental conservation education activities in at least 2 YPI working areas	YPI is directly involved or conducts environmental education activities in at least 3 YPI working areas	YPI is directly involved or conducts environmental conservation education activities in at least 3 YPI working areas

Human resources and professional development

GOAL 16: A YPI team that is professional and competent

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
16.1 By 2026, YPI staff have the capacity and knowledge to fulfill their roles and responsibilities	Identify priority training needs in accordance with YPI's annual work plan and strategic plan ¹⁵	Conduct one priority training for relevant staff Develop an internal communication platform that explains and promotes the contribution of various work divisions and roles in the organization, and their contribution to achieving organizational goals	Conduct 2 priority trainings for relevant staff Follow-up on training carried out in 2023	Conduct 2 priority trainings for relevant staff Follow-up on training carried out in 2024	Conduct 2 priority trainings for relevant staff Follow-up on training carried out in 2025	7 priority trainings conducted Internal communication platforms define and promote roles within the organization
16.2 All YPI staff have a thorough basic knowledge of YPI's goals and work, and understand the design and implementation of a social-ecological change approach.	Organize staff training events to bring all YPI staff together and advance skills across divisions/programs (annual event) 1 annual workshop to update and strengthen the results chain (results chain, objective tree, and problem tree) per main area conducted per landscape/work area (annual event in 4 landscapes)	Annual team building for all staff 1 annual workshop to update and strengthen results chains per landscape (annual event)	Annual team building for all staff 1 annual workshop to update and strengthen results chains per landscape (annual event)	Annual team building for all staff 1 annual workshop to update and strengthen results chains per landscape (annual event)	Annual team building for all staff 1 annual workshop to update and strengthen results chains per landscape (annual event)	5 annual staff training events 20 annual workshops (1 per region x 4 regions) to update and strengthen the results chains
	Identify conferences and events that will provide learning opportunities for staff and to promote the YPI model and approach					Attend at least 5 national or

¹⁵ The training needs and wishes (identified by the staff themselves) were collected during the strategic planning workshop. Data from this activity has been summarized in Appendix 6 (page 79) and complete data has been provided to the HR division.

SMART OBJECTIVE	TIMELINE FOR MILESTONE ACTIVITIES					TARGET
	2022	2023	2024	2025	2026	
	Attend at least 1 national or international conference or event (live or virtual) as a learning opportunity and to promote the YPI model and approach	Attend at least 1 national or international conference or event	Attend at least 1 national or international conference or event	Attend at least 1 national or international conference or event	Attend at least 1 national or international conference or event	international conferences or events
16.3 Manuals for induction and orientation of new staff are updated (including organizational identity, key processes etc.)	Reviewing manuals, slide decks, etc. for new staff and identifying information that needs updating	1 annual “operational review” to improve and strengthen HRD policies and orientation processes for new staff	1 "operation review" (annual)	1 "operation review" (annual)	1 "operation review" (annual)	4 operational reviews, and up-to-date orientation guides for new staff
16.4 By 2024, the organizational chart is reviewed and updated according to the growth and expectations of the organization	1 annual review and reflection on organizational chart and structure	1 “organizational structure review”	1 “organizational structure review”	1 “organizational structure review”	1 “organizational structure review”	5 organizational reviews and an up-to-date organizational-chart
16.5 YPI staff's professional development path supports optimal organizational growth and performance	Review/analysis and design of pathways for internal professional development		Implementation of internal staff professional development pathways including mechanisms for advancement, internal promotion/professional development support, etc			Internal staff professional development pathways are established and communicated to staff
16.6. YPI continues to strengthen SOPs and HR division procedures to support security, health and safety, code of conduct, child protection, among other important policies	1 consultant for 3 months working to review all SOPs and strengthen safeguard policies 1 annual review of standard operating procedures in HR division 1 yearly refresher on all SOP and HR division policies	1 annual review of SOP in HR division 1 annual refresher about all SOP and HR division policies	1 annual review of SOP in HR division 1 annual refresher about all SOP and HR division policies	1 annual review of SOP in HR division 1 annual refresher about all SOP and HR division policies	1 annual review of SOP in HR division 1 annual refresher about all SOP and HR division policies	Annual Review of SOP in the HR division x 5 (every year) Annual refresher on all SOP and HR division x 5 policies (every year)



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Appendix 4. Results of the “capacity needs consensus” carried out in a participatory manner during the strategic planning workshop

Problem solving	Financial management	Organizational management	Leadership	Administration	Managing sustainable productive business	Facilitator	Governance
problem-solving	financial administration	democracy	leadership	organizational administration	developing business	facilitator's ability	carrying out good governance
	financial management	organizational management ability	good leadership	management masters the organizational administration	sustainable natural resource management	able to communicate well	legality
	administration and finance	organizational management	leadership skills	able to manage administration well	social entrepreneurship	ability to communicate well	accountability and transparency
	capable of financial management	able to carry out organizational management	leadership capacity in an organization	orderly administration	productive business management	communication and coordination	transparency
		strategic management	participatory leadership	good administrative skills	sustainable funding mechanisms	public speaking	coordination skills
		strategic planning	leaders who have the initiative	have work infrastructure and are able to use it	sustainable economic alternatives	communication	
		preparation of business plans	leaders with a social spirit	administration		build good relations with stakeholders	
		understand everybody's main duties and responsibilities	participatory and inclusive	organizational administration		cooperation is established	
		active CC members	have the spirit of leadership			coordination and communication	
		management openness with members	leadership				
			responsible for tasks				
			adaptive				
			responsibility				

Existing Competencies.

- Manage sustainable productive business
 - financial management training
 - technical guidance
 - capital
- Things that need to be strengthened
 - ensuring that the business carried out is not exploitative
 - building partnerships with buyers – marketplace
 - ongoing assistance
- Organizational management
- What is still needed
 - clear division of roles
 - CC profile
 - collaboration with village government
 - support for regeneration

Desired Competencies.

- Facilitator
 - communication and coordination
 - equalization of ability to facilitate
 - the stages and processes of facilitating other BTKT

Appendix 5. Issues for consideration in selecting and prioritizing expansion areas

Area	Administrative Location	BTKT Location	Reason	Target for formation
CAGN (See Figure A. The planned locations for additional BTKT in CAGN.)	Bengkawan Village	- Dusun Simpang Empat - Dusun Bumbung - Dusun Tadan	Nature Reserve buffer area	October 2022
	Dusun Nibung (Dusun = hamlet)	RT Tegangan	The village administration is in the Nature Reserve	October 2022
	Suti Semarang Sub-district	- Desa Tapan - Desa Suti	Nature Reserve buffer area	October 2023
	Tengon Village	- Dusun Kadik 1 - Dusun Kadik 2 - Dusun Tapan	- High hunting rate - The village administration area is in the Nature Reserve	October 2024
	Ledo Sub-district	- Dusun Pagoh - Dusun Bentarat	Nature Reserve buffer area	October 2024
	Jambu Village	- Dusun Jambu Pokoh - Dusun Jambu Balai	- Illegal logging - Nature Reserve buffer area - Forest conversion - There is still hunting	October 2024
	Mawang Muda Village	- Dusun Sungai Jangin - Dusun 1 - Dusun 2 (Dusun 1 and 2 not yet identified)	- The village administration area is in the Nature Reserve - Land/forest conversion	October 2025
	Nyari Village	- Dusun Batu Baru - Dusun Nyake Tembawang - Dusun Antuai - Dusun Pulo	- Illegal logging - The village administration area is in the Nature Reserve - High hunting rate	October 2025
	Merayuh Village	- Dusun Merayuh - Dusun Anyang - Dusun Perbuak		October 2025
	Sempatung Village	- Dusun Kuang - Dusun Kuningan		October 2026
	Sungkung Village	- Dusun Sungkung 1 - Dusun Sungkung 2	- Nature Reserve buffer area - Forest conversion - Wildlife hunting	October 2026

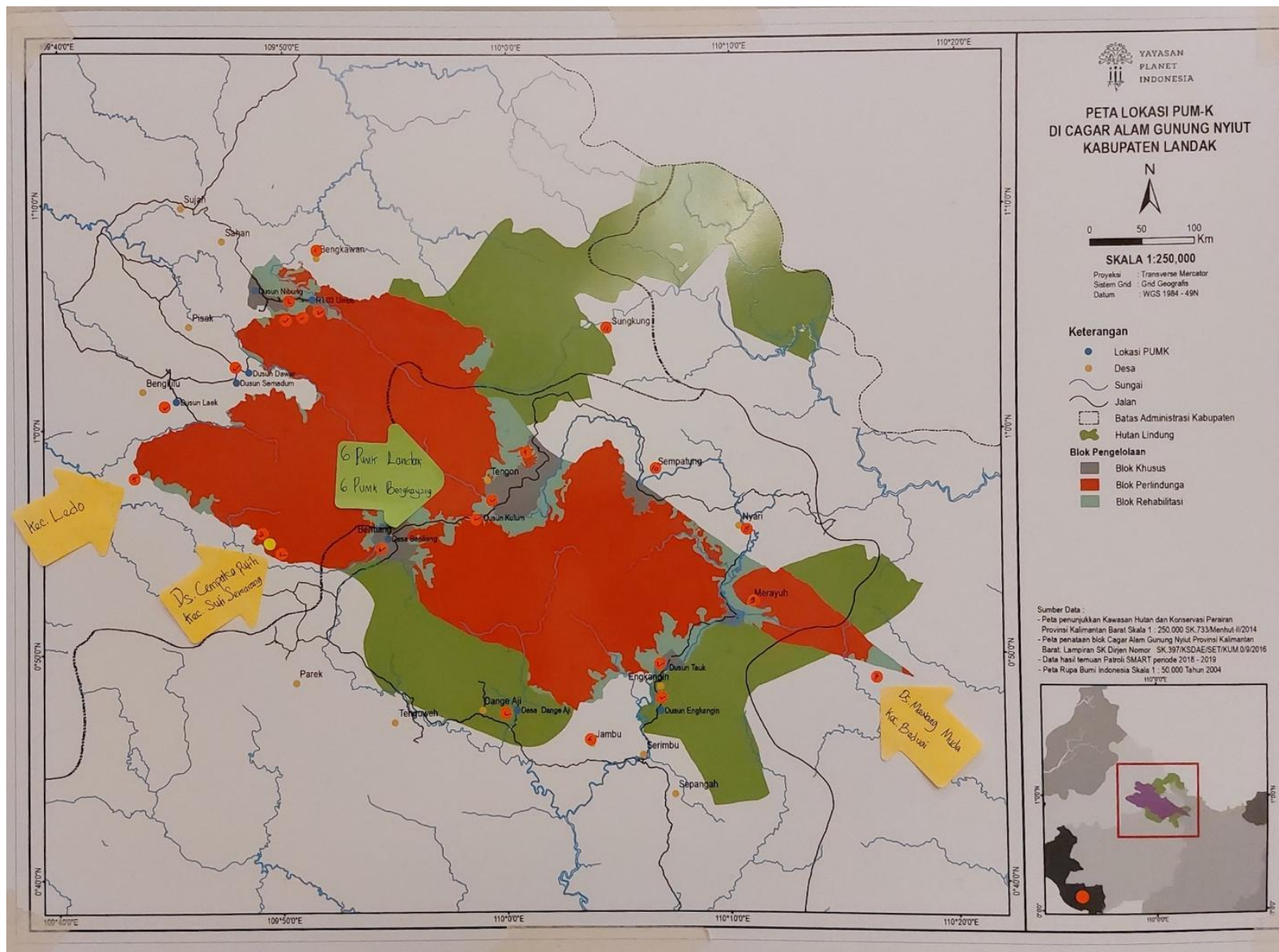
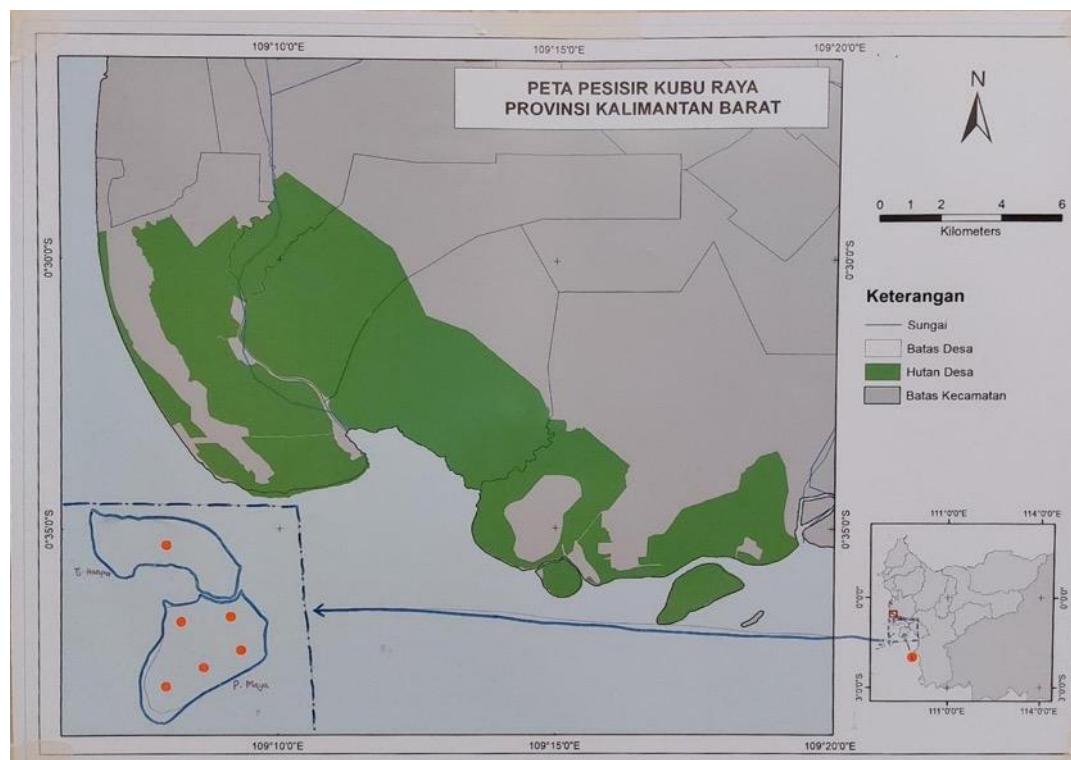


Figure A. The planned locations for additional BTK in CAGN.

Area	Administrative Location	BTKT Location	Reason	Target for formation
Kubu Raya Coast (See Error! Reference source not found.)	Maya Island	- Tanjung Satai Village - Satai Lestari Village - Kamboja Village ¹⁶ - Dusun Besar Village - Dusun Kecil Village	- In the KKPD area - Includes 3 T (outermost, lagging and remote)	2025
	Batu Ampar	Tanjung Harapan Village		2024 2023 2024 2023 2022

Figure B. Planned locations of BTKT in Kubu Raya Coast Working Area



¹⁶ Kamboja Village and Dusun Kecil were also suggested by the group that focused on adding CC in the Karimata Marine Nature Reserve

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Area	Administrative Location	BTKT Location	Reason	Target for formation
HLGN (See Figure C. Planned BTKT In the HLGN landscape)	Sekadau District	1–5	- Located around the buffer area of the Mount Naning Protected Forest - Because it is in the Arabella Swaner landscape, one landscape must be protected as a habitat for animals - Included in the PIAPS map (social forestry scheme) - Access to services is minimal in places where the implementation of CC is planned - Orangutan population, a protected species by law - Company concession area exists around the planned intervention area - Hunting rate is still high around the planned intervention area - Education and health levels are still low 2022: 7 CC	2022: 7 CC 2023: 3 CC 2024: 3 CC 2025: 3 CC 2026: 4 CC
	Sintang District	1–5		
	Melawi District	1–5		
	Ketapang District	1–5		

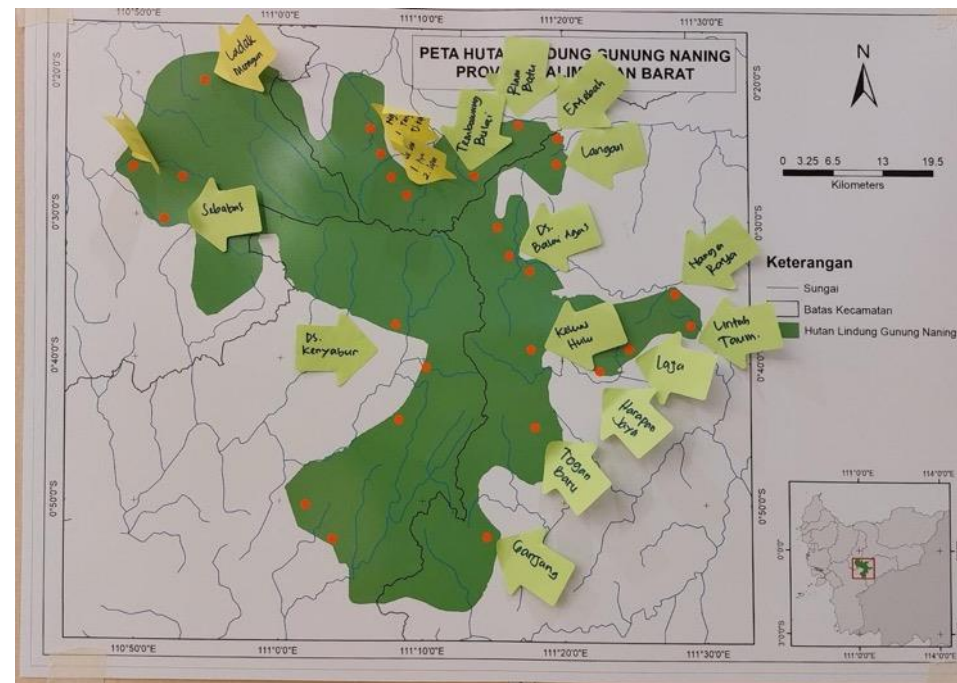


Figure C. Planned BTKT In the HLGN landscape

Area	Administrative Location	BTKT Location	Reason	Target for Formation
Karimata Marine Nature Reserve (See Figure D. Locations of planned BTKT in Karimata Marine Nature Reserve work area)	Batu Jaya		- Due to the close distance - Dense population - Number of Exploitation of Natural Resources - Enter the CALK Area	2023
	Pantai Lestari			
	Serutu		- Enter the CALK Area - Lack of Information - High natural resource potential - Low accessibility	2023
	Meledang		- Enter the CALK Area - Cantrang boat activity (environmentally unfriendly fishing gear) in the area is high - It is the outermost island of CALK and is one of the islands most distant to access by transport	2024

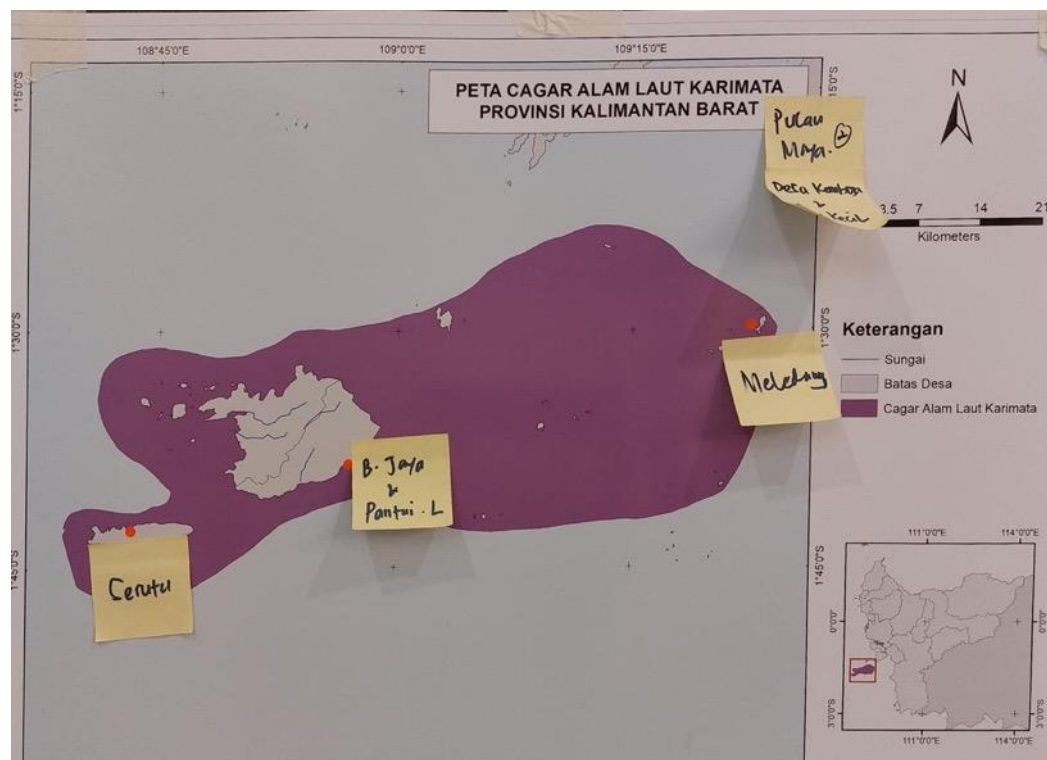


Figure D. Locations of planned BTKT in Karimata Marine Nature Reserve work area

Area	Administrative Location	BTKT Location	Reason	Target for Formation
Potential Work Areas (See Figure E. Proposed locations for new BTKT in West Kalimantan)	Sanggau	1–4	- Request for assistance Protected area under the authority of BKSDA - To strengthen LPHD/ Governance under FMU - To maximize the benefits of protected areas (Village Forests, Customary Forests, HKM) in social forestry schemes for sustainable community welfare - To maximize profits Protected areas (Village Forests, Customary Forests, HKM) in the CCB (PES) scheme for sustainable community welfare	2023
	Ketapang	1–4		2024
	Sambas	1–4		2024
	Melawi	1–4		2023

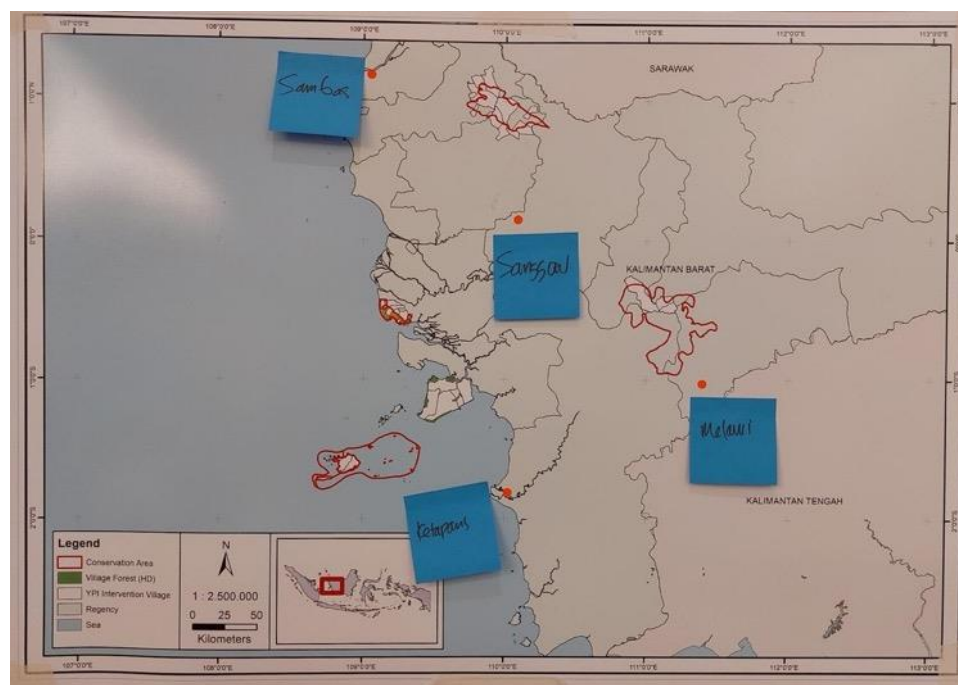
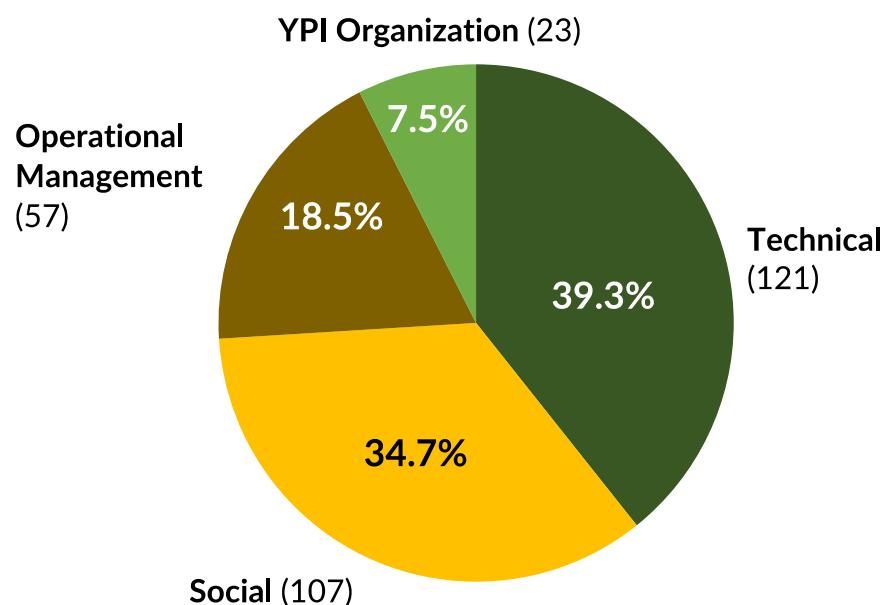


Figure E. Proposed locations for new BTKT in West Kalimantan

Appendix 6. Summary of YPI staff training aspirations

Staff wants and needs for training were identified by staff during the strategic planning workshop. The various kinds of training identified (from a total of 308 requests) were classified into four categories: 1) technical, 2) social, 3) operational management, and 4) YPI organization, with the distribution of answers as follows:

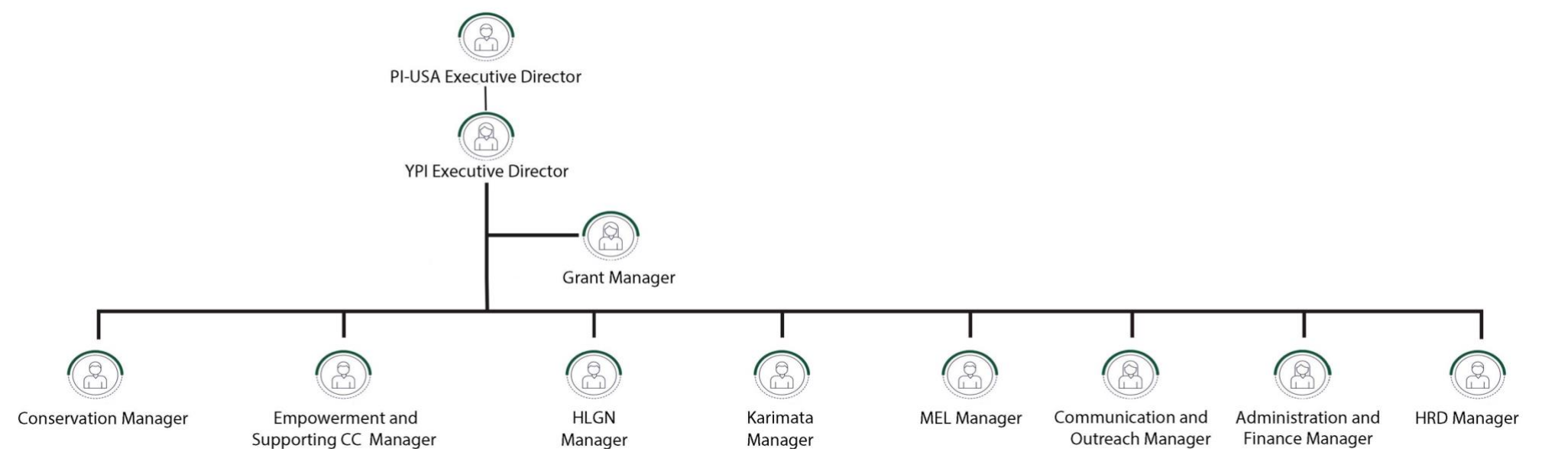


Key areas of desired training include: data analysis and tools (technical), facilitation, conflict management and public speaking (social), general administration management (operational management), and leadership and SOPs (YPI organization).

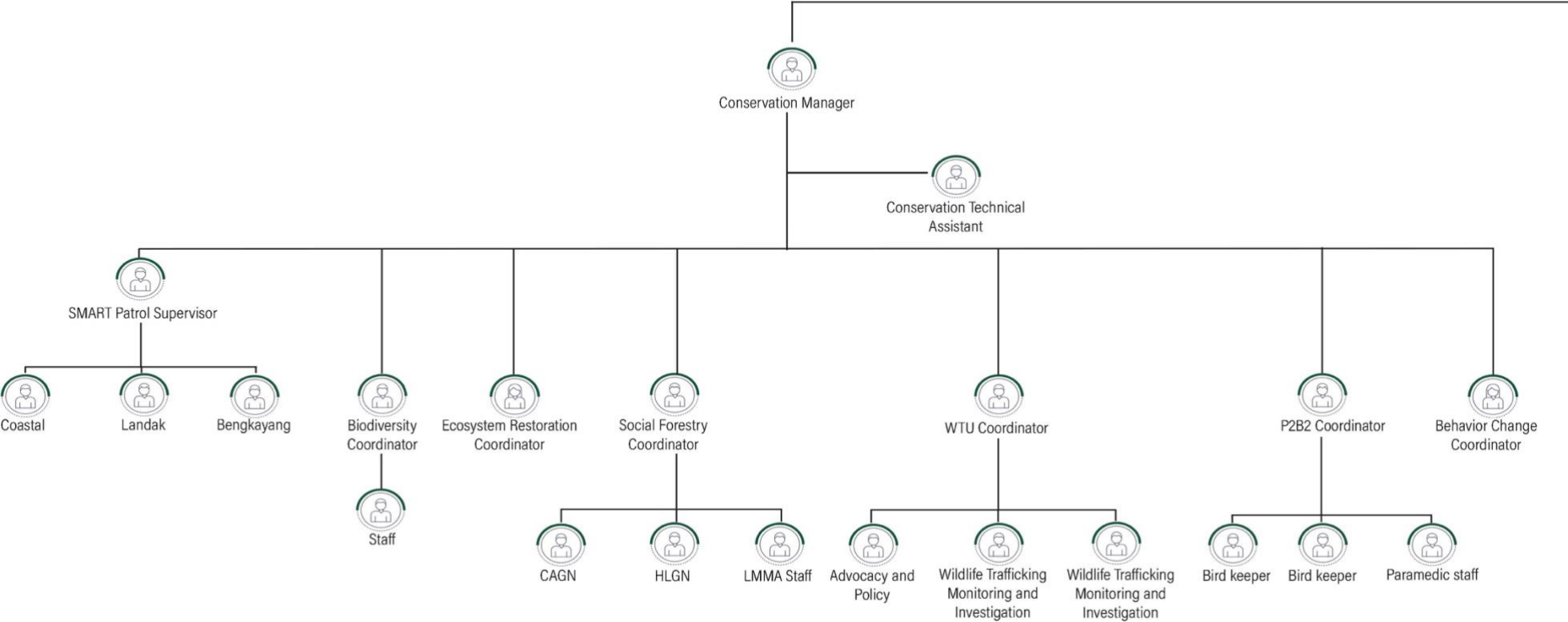
Complete data has been provided to the HR division to be followed up with the senior management team.

Appendix 7. YPI Organizational Chart

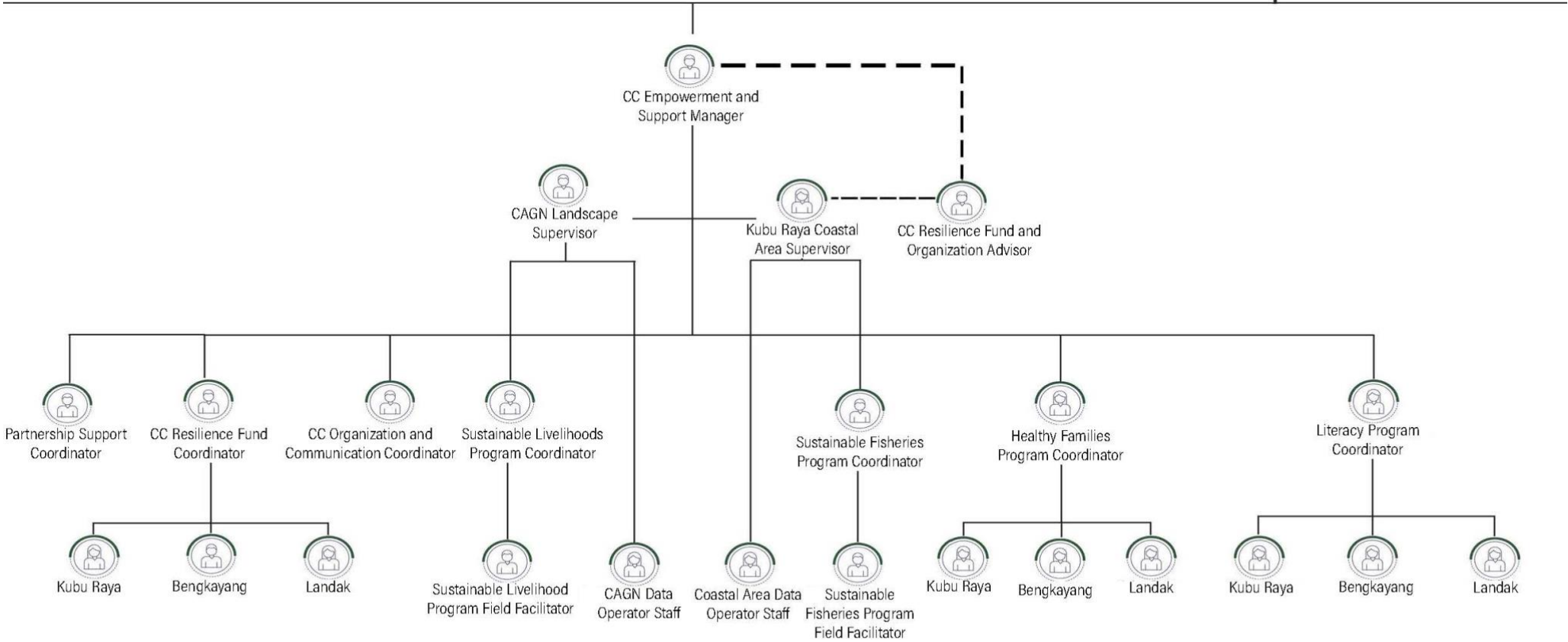
Executive and Senior Management



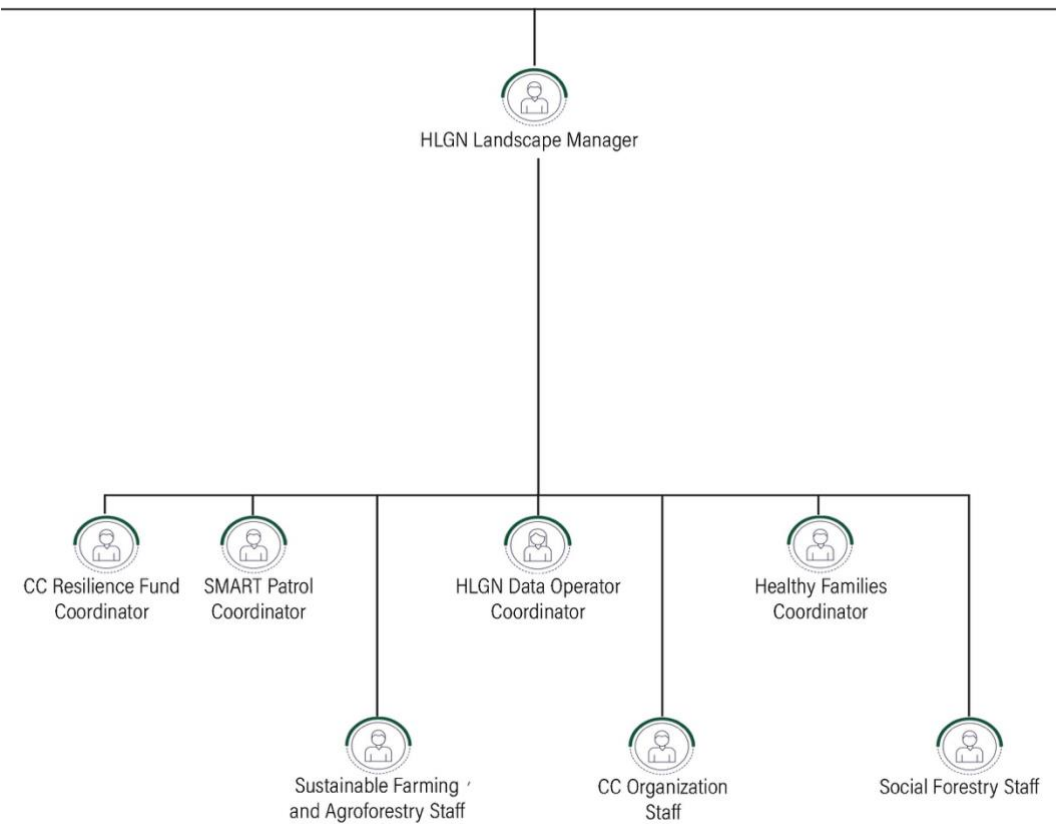
Conservation



CC Empowerment and Support



HLGN Area



Karimata Area

