



IDN

STRATEGIC  
PLAN

WWF INDONESIA  
**SUMMARY OF  
STRATEGIC PLAN**  
2014-2018



*To ensure Indonesia's ecosystems and biodiversity are conserved, and sustainably and equitably managed, for the well-being of present and future generations*

WWF has been working for and in Indonesia since 1962, when it started with the Javan rhino conservation project in Ujung Kulon. In 1998, WWF Indonesia was registered as an Indonesian Foundation - Yayasan WWF Indonesia. WWF is currently implementing conservation initiatives in 23 sites in 16 provinces throughout Indonesia, collaborating and partnering with a wide range of stakeholders and right-holders: communities and Indigenous Peoples, NGOs, media, businesses, local and national government and universities. With a total staff of almost 500 personnels, WWF Indonesia enjoys the backing of 60,000 supporters. WWF-Indonesia's mission is to conserve, restore and equitably manage Indonesia's ecosystems and biodiversity to secure the bases of sustainability and well-being for all by:

- Applying and promoting best conservation practices based on science, innovation and traditional knowledge
- Empowering vulnerable groups, building coalitions and partnerships with the civil society, and engaging with government and private sector
- Promoting conservation ethics, awareness and action
- Advocating and influencing policies, laws, institutions for better environmental governance

**WWF Indonesia**

Gedung Graha Simatupang  
Tower 2 Unit C Lantai 7  
Jl. Letjen TB Simatupang Kav 38  
Jakarta 12540  
Indonesia  
[www.wwf.or.id](http://www.wwf.or.id)

Cover: © WWF-Indonesia

Authors: Budi Wardhana, Cristina Eghenter, Klaas Jan Teule, Nazir Foead, Rudi Permana

## REMARKS FROM THE CHAIRPERSON

### 50 YEARS, AND KEEP COUNTING FOR INDONESIA'S BIODIVERSITY



For over 51 years WWF-Indonesia has been working to promote sustainability and help protecting Indonesia's precious biodiversity. WWF is doing so for the welfare of the people, not only the current generation. We are referring to justice across generations.

Our uniqueness in the ever changing global environment is diversity. Though it only covers 1.3 percent of the earth's land surface, Indonesia is home to 10 percent world's flowering-plant, 12 percent world's mammal, 16 percent world's reptile and amphibian, 17 percent world's bird, and more than 25 percent world's fish species. And the richness also covers the cultural and ethnic diversity, as the nation is inhabited by more than 500 tribes, speaking 700 languages.

These tremendous values have to be sustainably managed and guarded as Indonesia's competitive advantage among other nations. It will be irresponsible for us to damage this richness and waste it for quick short-sighted benefits. We have choices to make, to nurture the biodiversity and keep the balance of our ecological footprint so our live could improve without harming further the country biocapacity.

A number of strong sustainability commitments have been made by the Government of Indonesia and WWF Indonesia is fully committed to help these being achieved. We work across the nation, from Aceh to Papua, in 28 sites hand-in-hand with the communities, civil society, private sector and the government. We listen to people's aspiration, while thriving to find the most constructive solutions to solve the environmental and sustainable development problems.

In the next five years, WWF-Indonesia will be working even more closely with and for the people of Indonesia.

Kemal Stamboel

Chairman, WWF-Indonesia



Forest cover in Bukit Tigapuluh National Park, Indonesia. Tropical forest cover is still most extensive in Papua (81%), followed by Kalimantan (46%) and the western part of Sumatra (26%).

## REMARKS FROM THE CEO

### NOT BUSINESS AS USUAL



It is with justified confidence in our mission and our amazing team that I share the new Strategic Plan of WWF-Indonesia, 2014-2018.

It took a long 18 months to come to completion, a long and laborious process by many standards. It was our choice to take this lengthier journey and forgo considerations of pure efficiency for additional worth and quality of the outcome. We developed a strategic plan as a collective document, through an inclusive, bottom-up process, based on consultations at various levels and with all relevant stakeholders and rights-holders in the priority places where we work.

The outcome is a document with strong ownership by all in our team, a well-grounded delivery plan that reflects the tough challenges ahead but also provides innovative and integrated solutions to address all three pillars of sustainability – economic, environmental and social.

The targets we set for ourselves are ambitious and aim to influence development plans towards equity and green growth, and sustain natural assets and healthy ecosystems for the future well-being of all in Indonesia. We will do this by ensuring full integration of “place-based” approach and “strategic interventions,” and by reinforcing our campaign and advocacy work. With our strong team, and the support of other WWF offices, supporters and donors, I am confident we will deliver.

Efransjah

CEO, WWF-Indonesia

## EXECUTIVE SUMMARY

It is largely recognised that we are living beyond the earth's means. A growing population combined with rising economic growth and consumption, is putting unsustainable demand on the resources of our planet, and is directly undermining our human well-being. The world is consuming more than it is producing, as much as 50% more resources than the earth can regrow on an annual basis. And the ways these resources are produced, shared and consumed are largely inequitable.

With a large and growing population, future generations in Indonesia will face resource scarcities and environmental degradation not of their making (inter-generational inequity) that will increasingly lead to conflict and insecurity. Governments, private sector and society have to respond to these challenges by "sharing" and "curbing the demand", and addressing growing inequities if we are to meet the development needs of current and future generations, and preserve the natural bases of our life.

Economies cannot ignore the importance of the natural capital any longer, and need to equip the system with tools to value and account for natural resources as a basis of economic sustainability. This requires fundamental changes in the way we think about development and its intersection with the environment. It raises the need to intensify and extend the ways in which policies and public and private investments can better foster sustainable development and advance a greener and more equitable system for the economies. It also has implications for our conservation work by pushing the limits of conservation beyond its traditional domain to embrace broader economic and social dimensions. WWF Indonesia will therefore adopt two approaches, sustaining the importance of natural biodiversity and ecosystems, while transforming the system in which the natural resources are governed and managed.

Maintaining the relevance of our 50-year endeavour in Indonesia, we develop the Strategic Plan 2014–2018 to support the sustainability commitments of Indonesia to reduce GHG emissions and prevent further biodiversity loss while pursuing growth with equity.

Our mission is to conserve, restore and equitably manage Indonesia's ecosystems and biodiversity to secure the bases of sustainability and well-being for all by:

- Applying and promoting best conservation practices based on science, innovation and traditional knowledge
- Empowering vulnerable groups, building coalitions and partnerships with the civil society, and engaging with government and private sector
- Promoting conservation ethics, awareness and action
- Advocating and influencing policies, laws, institutions for better environmental governance

## THE CONTEXT

The WWF-Indonesia Strategic Plan 2014-2018 aims to reinforce the conservation and sustainable development agenda in Indonesia by supporting various sustainability commitments made by the government of Indonesia, such as the 2020 GHG emission reduction target, four-year moratorium policy on licensing new concessions in forest and peatland, capping a certain threshold of forest cover in three major islands (Sumatra, Kalimantan and Papua), food security from both land and marine resources, 2025 mixed energy policy with 25% renewable energy (an increase of seven-fold from current uses), and pursuing growth with equity.

Much of our natural wealth is dependent on ecosystem services, such as fish stocks, freshwater flow, genetic pool, carbon storage, and many of which are provided by areas that contain high biodiversity. The latter are also the territories of Indigenous Peoples and local communities. But human and development activities are increasingly impacting the continued provision of these services globally.

Indonesia today is facing the challenge of, on the one hand, to foster development to close the widening gap between rich and poor; and, on the other hand, to limit excessive consumption and exploitation in order to manage effectively and equitably the competing human demands on land, energy, water, and ecosystem services.

With a large and growing population, future generations in Indonesia will face resource scarcities and environmental degradation not of their making (inter-generational inequity) that will increasingly lead to conflict and insecurity. Governments, private sector and society have to respond to these challenges by “sharing” and “curbing the demand”, and addressing growing inequities if we are to meet the development needs of current and future generations, and preserve the natural bases of our life.

Currently, WWF focuses its work in important centres of high biodiversity, known as the Global 200 Ecoregions, of which 19 are in Indonesia. Our conservation program, highlighting the key landscapes and seascapes, covers 28 sites in 17 provinces of this vast country. The major places WWF Indonesia are Coral Triangle, Sumatra, Borneo, Papua and representations of small island biogeography in Nusa Tenggara. Key places in these regions will be preserved (sustain or defend approach).

We recognize equally the importance to transform natural resource governance towards sustainability and equity, and to collaboratively manage and maintain biodiversity and ecosystem services for the prosperity of current and the next generations (transformation or attack approach).

Our new 2014-2018 Strategic Plan is designed to achieve conservation goals by:

- Supporting Indonesia’s sustainable development agenda nationally and regionally
- Transforming production and consumption of key commodities
- Securing big conservation wins and strengthening equitable and accountable management of natural resources that provide social and economic benefits especially to local and indigenous communities that directly depend on those resources
- Helping build conditions for a strong role of civil society and public awareness around issues of sustainability

## Megabiodiversity

Indonesia is known as one of the megabiodiversity countries with vast richness of flora and fauna. Its tropical forest is the one of the largest in the world; most extensive cover is in Papua (81%), followed by Kalimantan (46%) and Sumatra (26%). The forests are very important to support livelihoods of millions of people living around them, sustain water regulation which benefit inhabitants in big low-laying cities and store enormous carbon stock.

Being an archipelagic country, with over 17,000 islands, Indonesia has the highest coral reef diversity on the planet, of more than 500 species. The sea supports millions of people in coastal areas whose livelihoods depend on small-scale fisheries for income and food security. Meanwhile, of all the fish caught for consumption and economic purpose, 70-90% inhabits the coral reefs

Recognizing the critical links between healthy fisheries, forests, food and water security, Indonesia has allocated more than 10% of its territory to conservation areas, including a network of 495 terrestrial protected areas (PA) covering 22.7 million hectares and 109 marine protected areas (MPA) spreading over 15 million hectares under the Ministry of Forestry and the Ministry of Marine Affairs and Fisheries.

## Drivers and Challenges for Sustainability in Indonesia

Indonesia is rich with natural resources and its exports have been largely dominated by natural resource-intensive commodities. The contribution of such exports like agricultural commodities, and mining and minerals has increased from 18 percent in 2000 to 42 percent to the total exports in 2010.

Being the fourth largest populated country in the world, Indonesian economy is heavily reliant on the domestic market, with around 60 percent of GDP attributable to domestic consumption.

For the last ten years, Indonesia has developed into a relatively stable and decentralised democracy. While the economy continues to grow at impressive rates and poverty declines, a large part of the population is still vulnerable to shocks and natural disasters. The incidence of poverty in rural areas is 15.1%, higher than poverty rate in urban areas. Regional disparities are also pronounced.

The governance of natural resources and vulnerability to climate change have profound impacts to the economy. Poor governance is a direct and indirect cause of habitat, biodiversity, productivity loss by preventing or undermining enabling conditions and incentives for sustainable use. It is also a cause and trigger of social conflicts. Some key aspects include:

- Lack of participation of local stakeholders and rights-holders in the management of protected areas
- Inequity in the ownership, management and flow of benefits from both the use and conservation of biological resources
- The “costs” of conservation activities unfairly accruing to the communities whose livelihoods depend on natural resources and the local governments who want to finance development
- Lack of economic incentives to maintain and invest in natural assets
- Corruption practices among several business players and government officials
- Limited “collaboration” in conservation area management
- Land use decisions based solely on economic priorities,
- Poor social and environmental practices by the private sector (logging, oil palm, fisheries)

- Lack of tenure security and weak recognition of rights over access and use of natural resources, and related traditional knowledge, by local and indigenous communities, often the most vulnerable groups whose livelihoods largely depend on natural resources. This dimension is linked to conditions of poverty and vulnerability
- Poor harmonisation of sectoral policies, and risk of privatisation of essential natural resources like water

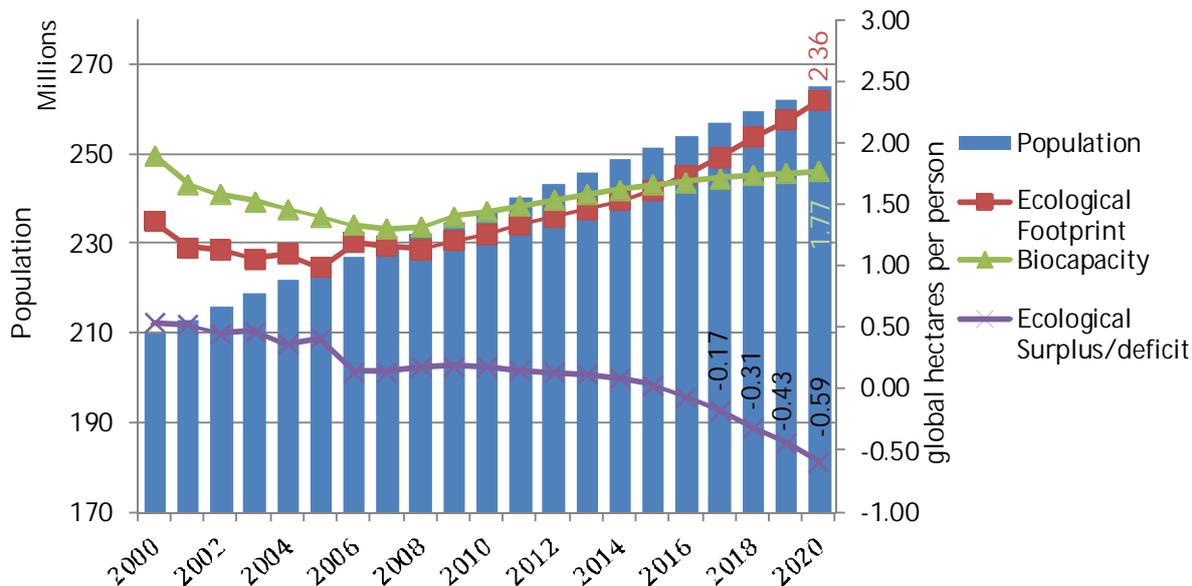
The continued depletion of the natural capital is not being offset by commensurate investments in human or productive capital. The National Medium-Term Development Plan (2010-2014) acknowledges that environmental challenges threaten the sustainable development of the country.

Challenges in agricultural development include declined fertility of the soil and scarcity of water. From several studies around the world, scientists have observed that various aspects of the ecological foundation of agriculture are being undermined. Recent remote sensing surveys indicate that about 20% of cultivated land has been degraded resulting in reduced productivity. These conditions prompt the intensified use of chemical fertilizers and other quick measures to restore soil nutrients with the consequence of further degrading the soil over long-term and increasing drastically production costs.

One of the main impediments for rational management of fisheries remains open access. Restrictions on effort or gear require fisher folks to forfeit short-term income, whereas long-term stock and ecosystem benefits are only realized over time – a situation that does not encourage fishing communities to sustainably manage fish stocks in the near term. Limiting access through exclusive use rights, in combination with devolution or delegation of fishery management to fishing communities (co-management), can motivate fishing communities to self-regulate towards sustainability.

Across Indonesia, with an intense focus on delivering impact at three major seascapes, WWF is now working with the tourism and seafood industries to invest in the protection of important marine and coastal areas; piloting rights-based management (RBM) strategies in key fisheries, including community, traditional fisheries and setting up finance mechanisms such as payments for ecosystem services and conservation concessions.

## Population and Ecological Footprint



Sources: BPS 2012, Living Planet Reports 2000-2012

**Figure 1– Population growth and ecological footprint**

Thanks to a strong domestic demand driven by the expansion of the middle class, the Indonesian economy is largely insulated from external shocks of the global economic downturn. Nonetheless, unless specific steps and measures are taken to start managing the natural capital in more sustainable ways, the ecological footprint will grow. The population will continue to grow significantly over the coming decade. Moreover, over the 2012-2020 period, consumers' expenditure per household is projected to grow by 39.2% in real terms; whilst per household disposable income by 40.5% in the same direction.

Indonesia's current per capita ecological footprint of 1.2 *gha* (global hectare) is below the world's average of 1.8 *gha*. However, if consumption and production patterns persist, its footprint will increase beyond the bi-capacity line by 2017.

The causes are many. The rate of natural forests conversion is still high, the acreage of abandoned, degraded and idle land continues to increase so does the per capita acreage needed for CO<sub>2</sub> and waste assimilation, and the ground water discharge is not comparable to recharge. At this rate, Indonesia's footprint will reach 2.4 *gha*, giving us an ecological deficit of -0.6 *gha*.

## Poverty

In Indonesia, more than 28 million live on less than US\$2/day. The poverty threshold based on national definitions and measures of poverty is an income per capita of about IDR 238,000 per month (the equivalent of US\$0.85/day).

Although the poverty rate has been declining (reaching 11.6% in 2011), the absolute number is still large, with malnutrition among children common in some areas, and widespread health-related needs. As part of Indonesia's broader development strategies, its Millennium Development Goals (MDGs) have been a priority on the government's agenda. MDGs were mainstreamed in both the long-term (2005-2025) and medium-term (2010-2014) development plans, and supporting budgets increased

every year. While good progress has been made in some areas (e.g., % of population below US\$1/day ; education and literacy, and gender equality in education), special attention and hard work is still needed in some others (environmental sustainability, especially forest cover, CO<sub>2</sub> emissions and energy).

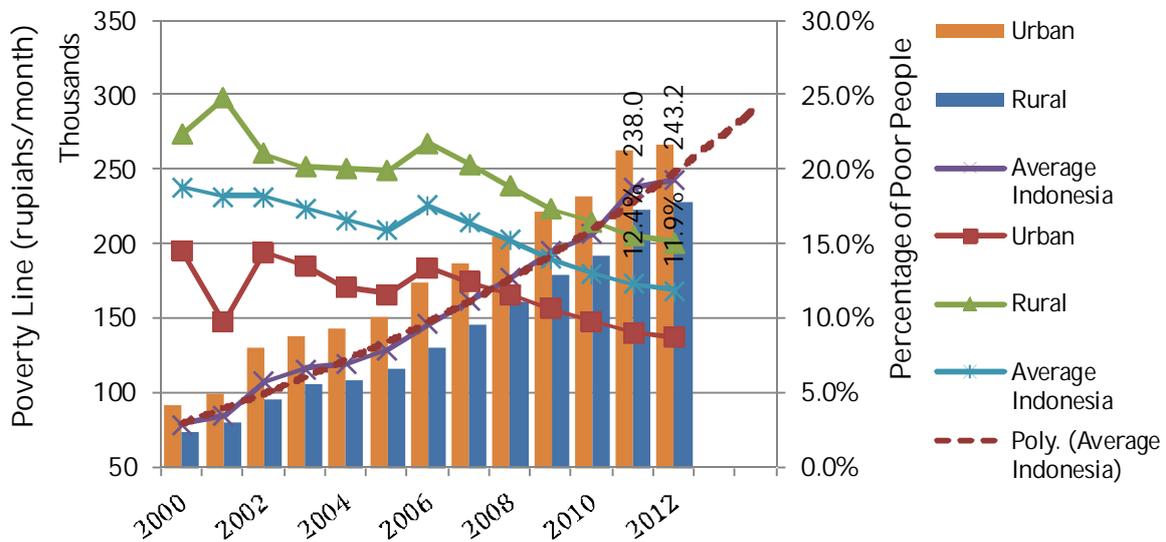


Figure 2– Poverty distribution in Indonesia (BPS 2011)

## Food Security

The global demand for food is projected to rise by 50% by 2030. In Indonesia, according to data, import for rice, the staple food, has already reached 2.8 million tons in 2011.

Opinions differ whether a “physical” limit to agricultural production (e.g., amount of arable land; fisheries exhaustion) has been reached, or the inefficiency and inequality of food production and consumption are real problems. . If scarcity is “regarded” as the root cause, then the overall agenda of food security is likely driven by how to increase supply – e.g., by opening more natural forests for cultivation; converting areas like wetlands and peatland to intensive agricultural production; or intensifying production in lands and coastal areas currently used and managed sustainably in traditional and customary ways by local and indigenous peoples.

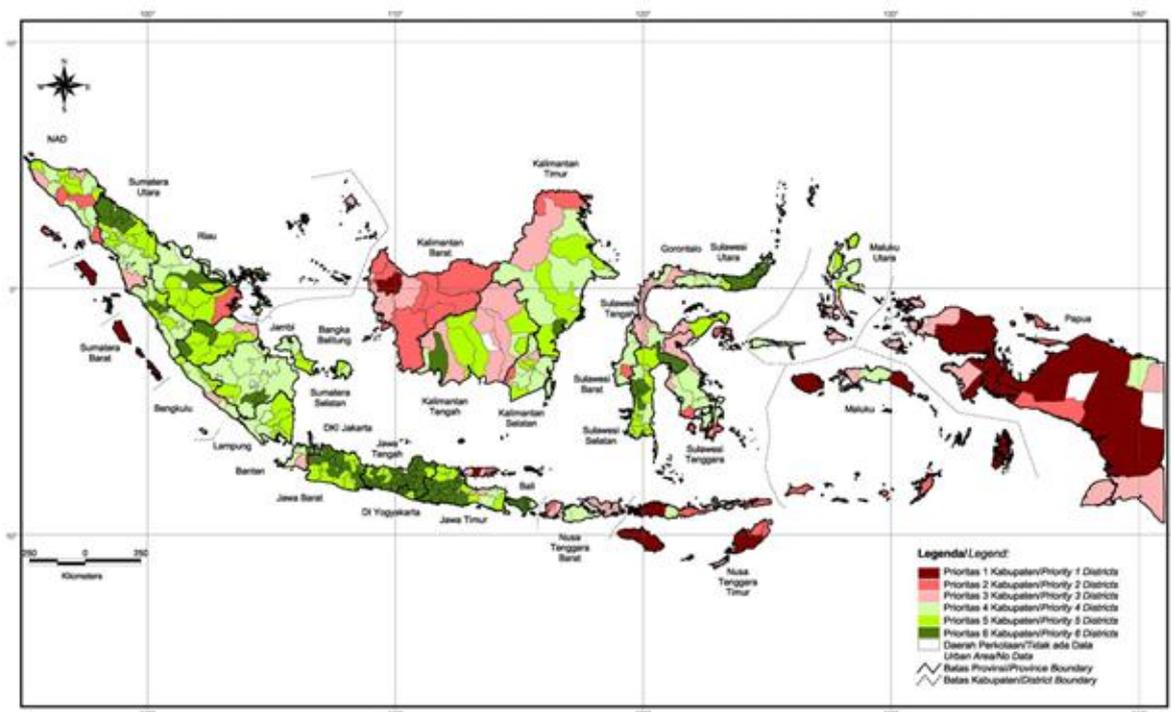


Figure 3– The food and vulnerability atlas of Indonesia 2009

## Energy Security

The latest World Bank report “Turn Down the Heat: Climate Extremes, Regional Impacts, and the Case for Resilience” contains forecasts of unprecedented heat extremes – between 2 and 4 degrees Celcius warming – that are far more frequent and that cover much greater land areas within South East Asia and beyond. These will have significantly adverse effects on both humans and ecosystems.

For more than three decades, Indonesia has been dependent on fossil fuel (oil, gas and coal) to meet the growing energy demand, both domestic and overseas. This constant extraction of fossil fuels has left Indonesia with oil reserves estimated to last only for the next 23 years, and gas and coal for 55 and 83 years respectively, based on current exploitation rates. Indonesia is already the net importing country for crude oil and fuel since 2005, and as a consequence domestic economy has been considerably affected by the fluctuation of international crude oil price. The exploitation of fossil fuels in some places has also posed direct threats to the preservation of biodiversity.

The situation implies an obvious solution, that of gradually switching to renewable energy to fulfil the demand for fuel and electricity. By 2011, renewable energy only has 5.3% uptake in the national energy mix. A larger share of renewable energy shall mean greater resilience in national energy security and shall benefit the country development pathway that is climate and environmental friendly, more sustainable and economically viable in the longer term. The National Energy Policy (Presidential Regulation No. 5/2006) mandates to have primary energy of at least 19% from new renewable energy sources by 2030, while a vision of 25/25 to reflect 25% renewable energy target in 2025 was introduced in 2011 by the Ministry of Energy and Mineral Resources.

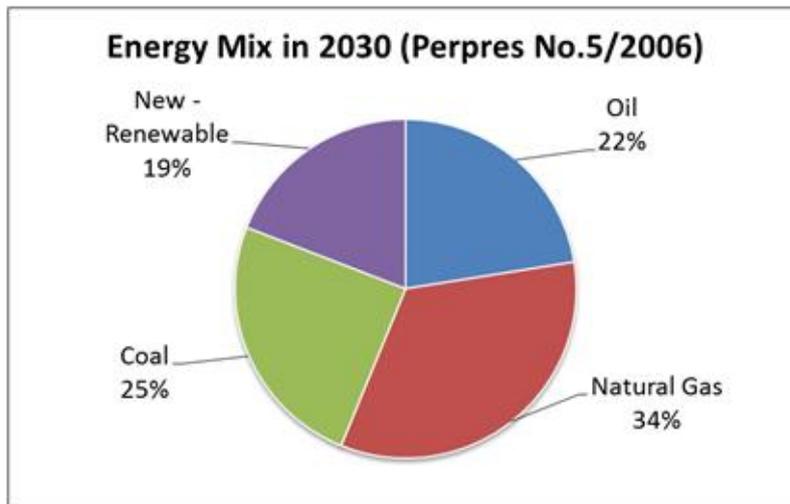


Figure 4– Energy mix target 2030

## Our Achievements

Progress highlights in the delivery of conservation achievement and creation of enabling conditions under the strategic approaches are as follows.

### Sustainable Land/Sea and Resource Use (Water and Energy)

WWF-Indonesia has been facilitating the commitments of the national and provincial governments to sustainable management of conservation landscapes and economic development in key provinces as well as at the island level, from Sumatra to Papua. Several initiatives launched and developed were the Heart of Borneo tri-national declaration in 2007, the Coral Triangle Initiative in 2007, the Sumatra roadmap towards ecosystem-based land use planning in 2010, the Papua sustainable development vision in 2010 and subsequent international and national biodiversity plans of action. Relevant institutions and implementation frameworks were also set up, including the national and provincial working groups for Heart of Borneo, the taskforce for sustainable development in Papua, the national secretariat for Coral Triangle, and the Governors' Forum on the Sumatra roadmap.

WWF-Indonesia is advocating for a sustainable energy sector in Indonesia, and providing technical inputs. On a smaller yet significant scale, WWF has showcased micro-hydro electricity generation as an effective renewable energy option to both increase community access to cleaner energy and support the protection of catchment areas.

Today, WWF-Indonesia is directly involved in implementing Marine Protected Area (MPA) management activities in 4.9 million hectares of MPAs out of the 15.8 million hectares in Indonesia. WWF supported the establishment of 1.52 million hectares of new MPAs in the past decades and continues to partner with government communities, NGOs, scientists and private sector to build capacity for effective management and integration with fisheries objectives in approximately 6 million hectares of MPAs. Through WWF-Indonesia's Seafood Savers strategy, 508.5 tons of seafood

production is in an improvement trajectory as a stepwise approach to Marine Stewardship Council certification. Today, this involves 7,141 fishers and 512 farmers and covers about 2.8% of the Indonesian seafood production.

Through its Ring of Fire Programme, WWF-Indonesia is bringing together stakeholders from government, geothermal industry, academics and civil society to encourage acceleration of exploration for geothermal potential and exploitation. With the ultimate objective of having optimum share of geothermal in the national energy mix, while keeping at a minimum the negative impact on biodiversity, a vision report was released featuring problems and potential solutions, and setting the scene for interventions and advocacy to influence the development of geothermal energy in Indonesia.

## **Conservation Management**

Through our extensive field programme, covering twelve million hectares of terrestrial, and six million hectares of marine, ecosystems, WWF-Indonesia has worked with local stakeholders and right-holders to protect key species and habitats, and help develop effective and equitable governance structures (collaborative and community-based management) of protected areas. Our conservation interventions have taken a broader landscape perspective to pay attention to the management of corridors and buffer zones, and high value biodiversity landscapes. We have developed innovative tools and approaches, and partnered with Indigenous Peoples and local communities to recognise and protect their rights as stewards of natural resources and ecosystem services upon which their livelihoods depend.

## **Sector Reform (Market Transformation Indonesia)**

WWF-Indonesia has developed initiatives to push the transformation of key sectors (forestry, agriculture, fisheries) for the management of natural resources and economic development in Indonesia to reduce natural resource depletion and adopt more sustainable economic and social practices.

The world's leading international conference, Business for the Environment (B4E) Global Summit, took place in Indonesia and was jointly organized by WWF, Ministry of Environment, Indonesia's Investment Coordinating Board and Chamber of Commerce, and Global Initiatives. In the B4E 2011 Business Declaration, participants, business actors, government representatives and civil society, committed to:

- Support Zero Net Deforestation by 2020 by phasing out products derived from deforestation of ecologically important forests
- Reduce our resource intensity by investing heavily in energy and resource efficiency programmes, and in programmes that redesign products and supply chains to achieve a more transformative change
- Promote sustainable business practices throughout the supply chains
- Support programmes that protect areas of high biodiversity and natural carbon storage
- Invest in and promote sustainable urban planning and integrated land-use management
- Promote more sustainable consumption patterns in Indonesia.

## **Sustainable Financing and Development of Economic Instruments**

Since 2009, WWF has worked towards creating innovative financial mechanisms for conservation and sustainable development at island and landscape levels. In 2010, the Sumatera Sustainability Funds (SSF), an independent funding mechanism for Sumatra, was established.

## **Social Development for Conservation**

WWF-Indonesia has taken on the challenge of equity and development in more consistent ways. Social development is institutionalized in our organisation and increasingly mainstreamed in all of our interventions by means of position papers, guidelines, social development strategies, tools, sharing and capacity building. In view of growing calls for action and rising challenges at international and national levels, conservation targets and policy advocacy efforts need to be more consistently integrated with a social and development agenda, and equity, equality, good governance and rights perspectives adopted if we aim to help WWF deliver on its mission to conserve, sustain, and share equitably the natural resources of the planet, and ensure transformational change.

## **Regional Collaboration for Sustainability**

As a result of WWF's seven years of work with partners at the regional and global platforms, the importance of oceans for food security and livelihoods is increasingly being recognised. Ocean conservation is now at the forefront of both national and regional policy agendas in Indonesia. Likewise, the environmental NGOs with critical major partners are mobilizing resources for ocean conservation and fisheries reform.

# How We Make a Difference

## VISION

The vision of WWF-Indonesia for biodiversity conservation is:

***Indonesia's ecosystems and biodiversity are conserved, and sustainably and equitably managed, for the well-being of present and future generations.***

## MISSION

WWF-Indonesia's mission is to conserve, restore and equitably manage Indonesia's ecosystems and biodiversity to create the bases of sustainability and well-being for all by:

- Applying and promoting best conservation practices based on science, innovation and traditional knowledge
- Empowering vulnerable groups, building coalitions and partnerships with the civil society, and engaging with government and private sector
- Promoting conservation ethics, awareness and action
- Advocating and influencing policies, laws, institutions for better environmental governance

## PRINCIPLES

WWF-Indonesia is an independent, national civil society organisation devoted to the conservation of nature in support of sustainable development agenda. As part of a global network, WWF-Indonesia embraces the principles as expounded in the "One WWF Compact" document, and is committed to consistently applying them in all our programmes.

## VALUES

The values strongly inform the perspective of the organisation as well as guide its approach and actions. The following are recognised as collectively-held values within WWF-Indonesia that help establish consistency and a "one voice" approach, and define our organisational culture as that of an independent civil society organisation in Indonesia and member of a global network.

- "Integrated solutions" oriented. Deliver better, more credible and measurable results through building synergy and adopting a multi-dimensional approach based on integration of field programmes, socio-economic perspectives, policy advocacy, market-based initiatives and public awareness campaigns.
- Collaborative in partnerships for success. As an independent, multi-cultural organisation in a global network, and rooted in the Indonesian society, success in achieving our goals rests on working together in partnership with other civil society organisations, Indigenous Peoples groups and communities, as key rights-holders and stakeholders in the management of natural resources. It depends on fruitful collaborations with the government and public institutions, as well as professional open engagement with the corporate sector committed to transforming management practices towards sustainability.

- Credible, accountable and relevant. We will at all times conduct ourselves in a transparent, responsible and respectful manner which brings credit to our organisation and our partners. We will be careful and honest custodians of the funds placed in our care, and constantly seek the most cost-effective solutions without, however, compromising the quality of our work nor the relations upon which our success is built. We will always value the trust bestowed upon us by partners, communities and local constituencies, collaborators and supporters, and strive to ensure that our work and approach is relevant to our goals, mission and role as a civil society.
- Equitable, committed and innovative. WWF Indonesia is committed to constructive and inclusive dialogues to solve problems and avoid conflicts. Our organisation is also committed to adopting and implementing our social policies and principles (e.g., indigenous peoples and conservation, community empowerment guidelines) to ensure that we work with equity, tolerance and respect, both internally and externally, and that the same principles and values are also respected by our partners. We believe passion and innovation inspire our commitment to achieving our mission.

## GOALS

In consideration of current dynamics of increasing consumption, pressing development needs and inequity, and the challenge of maintaining key ecosystem services while securing access to food, water and energy to a fast growing population in Indonesia and the region over the next few years, WWF-Indonesia has identified priority areas for as described in the two related goals:

- 1) ***Natural assets, [including] biodiversity and ecosystem services in key landscapes and seascapes in Indonesia are conserved and valued, effectively and sustainably used, and equitably governed, to secure long-term environmental, economic, and social benefits, as the basis for well-being.***
- 2) ***WWF Indonesia is recognised as a leading civil organisation in promoting conservation, and sustainable, equitable development by means of leveraging appropriate financial resources and partnerships, and engaging active public participation in the transformation of consumption ethics and lifestyle towards sustainability and fairness***

## MUST WINS

### Places

Vision of Places	Size (hectares)	Percentage	Key Species
<b>Sumatra Vision</b>			
• Forested land	<b>13,407,381</b>	30% of the island	Orangutan, Rhino, Elephant, Tiger, Orangutan
• Areas WWF will be working	<b>4,459,586</b>	<b>33% of the vision</b>	
<b>Kalimantan Vision</b>			
• Forested land	<b>24,109,483</b>	45% of the island	Orangutan
• Areas WWF will be working	<b>6,588,664</b>	<b>27% of the vision</b>	
<b>Papua Vision</b>			
• Forested land	<b>29,015,785</b>	70% of the island	
• Areas WWF will be working	<b>13,828,460</b>	<b>47% of the vision</b>	
<b>Nusa Tenggara Vision</b>			

• Forested land	<b>2,532,426</b>	42% of the islands	
• Areas WWF will be working	<b>572,892</b>	<b>23% of the vision</b>	
<b>2nd population Javan Rhino</b>	<b>150,000</b>		Javan rhino
<b>Total terrestrial places WWF will be working</b>	<b>25,599,063</b>		

### Coral Triangle

• Sunda Banda Seascape	30% of major sites for fish spawning and nursery grounds protected	Cetaceans
• Birds Head Seascape	Critical habitats protected	Leatherback Turtles
• Sulu Sulawesi ME	Critical turtle habitats protected	Green Turtles

### Species

Species	Targets	
<b>Javan Rhino</b>	2nd habitat	Ujung Kulon
<b>Sumatran Rhino</b>	Populations stablelized	BBS
<b>Tigers</b>	50% population stablelized	RIMBA, Leuser, BBS
<b>Elephants</b>	50% population stablelized	RIMBA, Nunukan
<b>Bornean Orangutan</b>	40% of population stablelized	Sebangau, Danau Sentarum-Betung Kerihun
<b>Sharks and sting rays</b>	Populations stablelized	SBS
<b>Turtles</b>	Populations stablelized	Derawan, Birds Head

### Transformation

Policies	Markets	
• Responsible mining policy	<b>Fisheries</b>	10% are sourced from sustainably
• Green economy guidelines	<b>Pulp and paper</b>	60% are produced responsibly
• Leveraging \$500 million for conservation and environmental protection	<b>Palm oil</b>	25% are RSPO certified

## TARGETS

**Cluster 1.** *Sustainable and customary land and sea use, maintenance of ecosystem services, habitat and species conservation management in priority places and key conservation landscapes and seascapes, protected areas (PAs), indigenous community conserved areas (ICCAs) and high conservation value areas (HVCAs).*

- Priority places and related essential ecosystems and services in Kalimantan (45%), Sumatra (30%), Tanah Papua (at least 70%), and Nusa Tenggara (42%) are maintained through land use planning and improved island wide spatial plans.

- Well-connected systems of established and new protected areas and other effective and equitable area-based conservation measures, are advocated and integrated into the wider landscape.
- Integrity and connectivity of marine ecosystems are maintained and improved in line with government endorsed seascape visions for Sunda-Banda, Birdshead and SSME as part of the Coral Triangle.
- Population viability of key species identified in national action plans (tigers, elephants, rhinos, orangutans, sharks, turtles, dugongs, and cetaceans) and species of local concern is increased in their natural habitat.

**Cluster 2.** *Good governance of ecosystem goods and services for water, food, and energy security and wellbeing, green/blue economic models, policies and regulations for sustainability.*

- Natural assets and services are valued and their good governance is secured at local, island and national levels, to help secure food, water, renewable energy for all.
- Green/blue economy model and key legislation/policies on equitable natural resource management, renewable energy and sustainable development goals (SDGs) are advocated at national, provincial and district levels.

**Cluster 3.** *Best management and social practices for key commodities (oil palm, timber, seafood, carbon and energy, etc) to transform production and distribution system towards sustainability.*

- Best management practices are adopted for key commodities (timber, pulp and paper, palm oil, fish, mining) at the level of the primary producers
- Relative availability of sustainably produced commodities, energy friendly products and eco-friendly tourism services/products at domestic major retailers is up to at least 10%.

**Cluster 4.** *Transformation of consumption ethics and lifestyle towards lower footprint, engagement of the public and education of the youth for leadership in conservation and sustainable development.*

- Public and media critical awareness and actions in support of sustainable practices are increased.
- Educational programmes and platforms for development and creation of youth leadership on conservation and sustainable development are established.

**Cluster 5.** *Influencing public and private funding to support economic transformation and empowerment of the role of civil society in conservation and sustainable development*

- At least 75% increase in public sector funding secured and well managed for conservation and sustainable development.

## **STRATEGIC INTERVENTIONS**

To achieve WWF-Indonesia's mission to restore and equitably manage Indonesia's ecosystems and biodiversity to create the bases of sustainability and well-being, WWF focuses its efforts on two broad

areas, i.e. biodiversity and footprint, and adopting two approaches, “sustain or defend” and “transform or attack”. The former is to ensure that the earth's web of life – biodiversity – stays healthy and vibrant for generations to come. WWF is strategically focusing on conserving **critical places** and critical species that are particularly important for the conservation of our earth's rich biodiversity (**defend**). The latter is to reduce the negative impacts of human activity – human **ecological footprint**. We are working to ensure that the natural resources required for life – land, water, air – are managed sustainably and equitably in the fair system (**attack**).

Adopting the WWF global theory of change, the result chains are developed to ensure the objectives and strategies align to targets and impacts being sought to deliver the Goals. It is also to assist in demonstrating relevance and how project site workplans feed into, align and are contributing to the delivery of the Strategic Plan (see Figure 5).

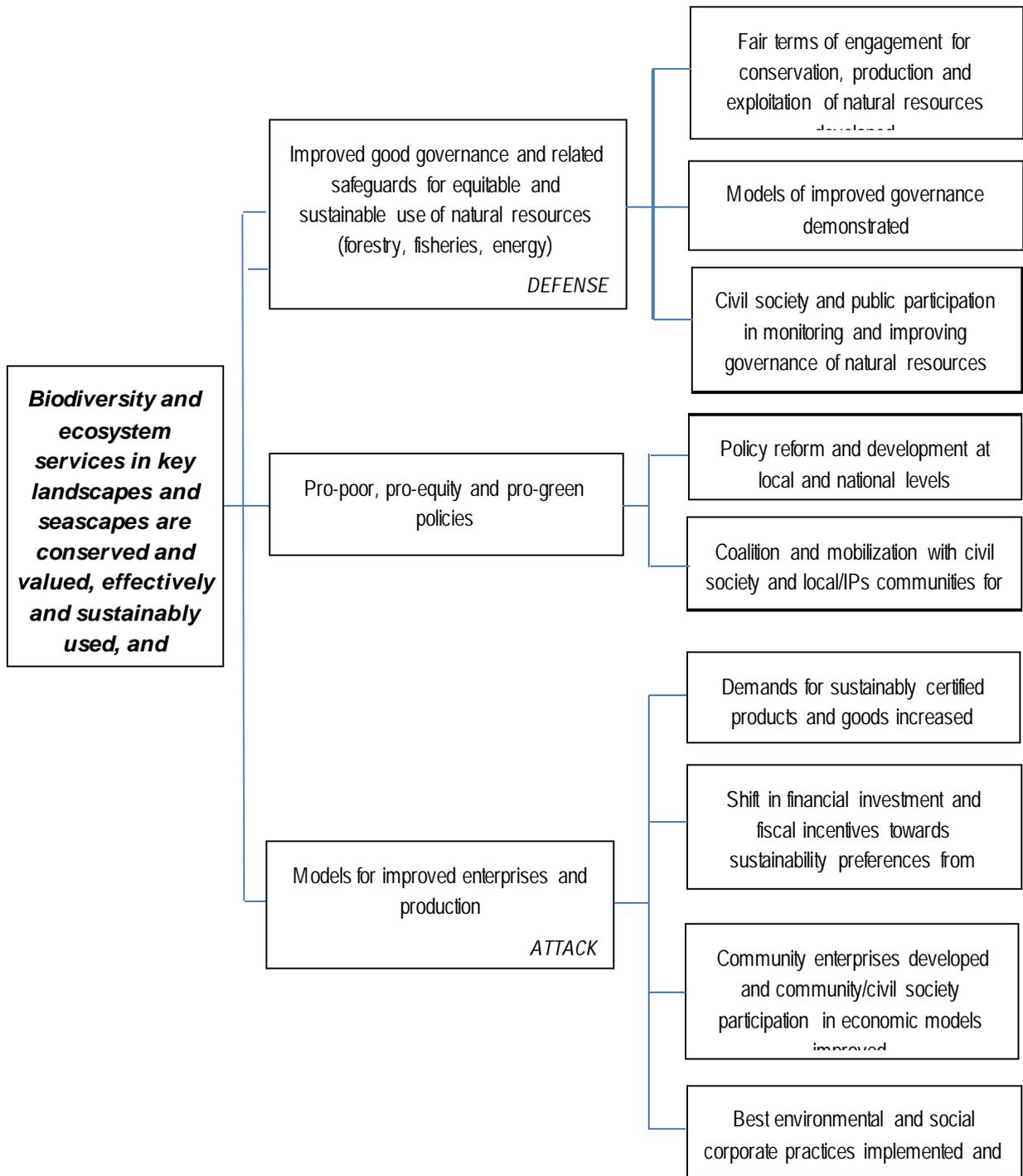
Using conceptual modelling and results chains is needed to and to validate the theory of change; consider the economic and social climate and realities on the ground; and ensure it can be effectively measured and monitored.

WWF-Indonesia has identified five strategic interventions to support delivery of specific roadmaps and guiding actions to make sure that targets are achieved and the expected impact is produced (see Figure 6). The interventions are aligned with the conservation priorities and footprint framework adopted by the network.

The strategic interventions are:

- Wise resource use choices (land, ocean, water, energy) towards effective and equitable biodiversity management.
- Development of economic models and incentives to value natural capital.
- Initiation of social equity and rights, empowering CSOs and CBOs coalitions.
- Transformation of production and consumption systems of key commodities
- Mobilisation of public and financial resources for conservation

Figure 5– Alignment mechanism for places and strategies (in analogy with Truly Global and GPF)





**Figure 2– Strategic interventions and support mechanism for programme implementation**

## ORGANISATION STRUCTURE

The Conservation Programme Division, being the main delivery unit, is developed using matrix structure, combining the management patterns of place-based and cross-cutting units.

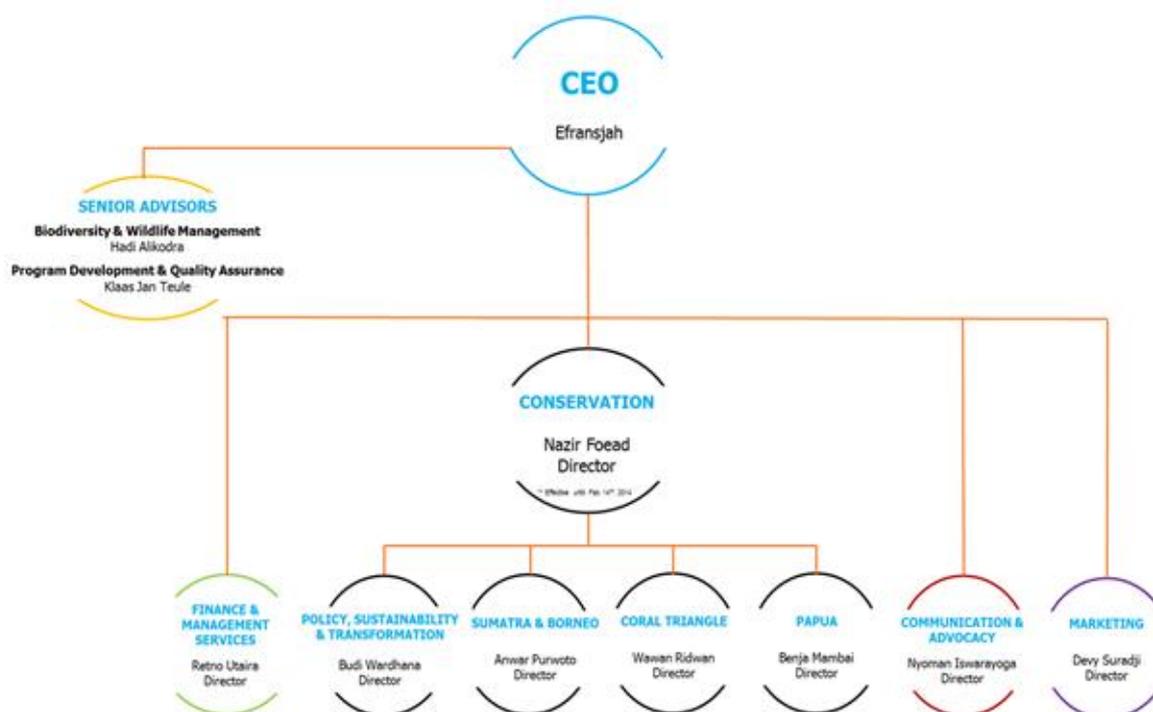
In particular, the Strategic Plan strongly exposes the following principles as the spirit of programme-division in the organisation structure:

- 1) Strong and direct coordination between strategies and places
- 2) Team of individuals with strong expertise/substance and place-based team accountability for stronger impact
- 3) Full integration of WWF International Global Initiatives as part of the national organisation delivery, well anchored in regional priorities
- 4) Full alignment with the GPF and the spirit of Truly Global, and the network strategies and programmatic initiatives

It is fully recognised that the conservation delivery in priority biodiversity places is spearheaded by the commitment, passion and innovation of the people working on the ground. The place-based teams will therefore be empowered and supported to function and work even more effectively, based on efficient management coordination. Three place-based directorates to deliver the conservation targets on the ground are:

- 1) Coral Triangle, including hosting the CT GI
- 2) Sumatra-Borneo, including hosting the HoB GI
- 3) Papua

To ensure effective performance and the achievement of our targets, the place-based directorates will work in strong coordination with the strategic interventions leaders. The relevant activities in achieving milestones could be directly supervised, in terms of the substance, by the strategic intervention leaders. The place-based directors assume the overall managerial supervision.



**Figure 7– Organisation structure**

The ‘think-tank,’ function, and addressing all cross-cutting critical issues for sustainability and transformation are with the directorate of Policy, Sustainability and Transformation (PST) which coordinates the work of strategic intervention leaders. Apart from working directly with the priority place-based teams to ensure delivery of the SP, the PST team will also ensure that pro-sustainability, good governance, social equity policies and best practices are developed, analysed, implemented and monitored at all levels. As Indonesia is playing more important role in the global policies (CBD, CITES, UNFCCC etc), PST team will also ensure that the aspiration of our partners and programmes are well echoed in Indonesia’s position.

Key functions to ensure proper coordination and cohesion will be managed by the Senior Management Team from Jakarta; these include network alignment, programme development coordination, donor coordination, public relation and communication, corporate and institutional partnerships, branding, fund-raising, overall monitoring, evaluation, and quality assurance, national policy advocacy.

Given the need to engage the public and convey conservation and sustainability messages more effectively to various constituencies, the Programme Division will work closely with the specific directorate overseeing communication, campaign and advocacy work. They will ensure that the campaign strategy is designed consistently and effectively implemented, fully coordinated.

## **OUR STRENGTHS**

### **The WWF Network**

With almost five million supporters and working in more than 100 countries around the world, the WWF Network is a powerful force for change. Being part of this global network means we can work collaboratively, pooling our collective resources and talents, and focusing on activities that have the most impact worldwide. Our priorities for the coming five years are rooted in this joined-up approach.

### **A credible record in fieldwork and policy advocacy**

We have a worldwide reputation as a leading environmental organization, yet rooted in Indonesia as a Yayasan, with prominent Board Members. Our work is based on a firm foundation of scientific evidence, and learning from others, practical experience and strong field presence. We give global voice and offer practical solutions for environmental problems. We successfully advocate policies to improve sustainable natural resource governance. People are our biggest asset in delivering our mission. We will continue working hard to ensure that all our staff are valued.

### **Working with partners and the civil society**

Our approach is to work with others – business, government, and the civil society, and the public to achieve our common objectives. Our reputation for being accountable, inclusive and constructive means we can bring a broad range of stakeholders to the discussion table as well as contribute to the debate in a positive way. It also means that on global issues we join in coalitions with other civil society groups to have a stronger voice and impact. It also means that when a more challenging stance is needed, our views are given greater weight.

### **Funding our program**

We have developed a robust fundraising strategy to deliver our ambitious plans for the coming five years. We will invest to increase our supporter numbers, and improve the relations with both existing and potential donor agencies in Indonesia and the key partners of Indonesia. As an active member of WWF Network, we will develop joint fund-raising programmes targeting important donors.

### **Monitoring and Evaluation**

Measuring impacts is to measure sustainability or the level/rate at which outcome of conservation and other interventions are sustained over time, beyond the project lifetime (and WWF presence in the field). It amounts to measuring change towards desired conditions as brought about by specific interventions. Therefore, rather than a rigid and pre-determined set of indicators, an impact monitoring framework will identify common areas and indicators that are relevant to the local context. Above all, the monitoring process will be owned by all stakeholders and the monitoring framework will be outlined from the initial stage of project development. This way, the monitoring results can be effectively used for adaptive management and advocacy purposes.

For progress monitoring, WWF-Indonesia uses the Project Planning Progress Monitoring Matrix (P3M2). The matrix measures progress of each of the main steps and milestones of Strategic Plan 2014-2018. Every six months, the essential progress is captured on a matrix so allowing the teams to review achievements against targets and discuss the necessary adjustments to their main steps and work plans. It also keeps the management informed of progress, and where additional resources or interventions may be needed.

Based on the P3M2 report, the Conservation Programme produces a Programme Summary and Technical Progress Reports (TPRs) for sharing with donors and partners. Each Director is the primary person responsible for the report.

WWF-Indonesia has also set up an “Impact Monitoring Working Group” (IMWG) to develop the Impact Monitoring Framework in addition to the integration of a regular PME process within the core programmatic operations of the organisation. Project activities are being monitored against objectives both in terms of outcome and impact to beneficiaries, biodiversity as well as footprint targets and sub-targets.

Evaluation is key to improving the effectiveness of programmes. The improved planning, monitoring and reporting processes combined with the final evaluation will be the learning cycle of WWF-Indonesia. There will be two regular assessments conducted by external evaluator, one during implementation’s midway point and the other, during its last year.

The mid-term review/evaluation will help determine the programme effectiveness by measuring actual against the targets. This set of results will then be used by the senior management team to make implementation adjustments, as necessary.

The final evaluation is to gauge specific achievements, including impact on beneficiaries, biodiversity and footprint, as well as how the results contribute to Global Programme Framework. This set of results will be used for our next Strategic Plan development.



© WWF-Indonesia/Sunarto

In front of a giant Mersawa tree (*Anisoptera marginata* Kortla).

# WWF Indonesia in numbers

1961

WWF was founded in 1961

1962

WWF started working in Indonesia



+5M

WWF has over 5 millions supporters worldwide

+54,000

WWF-Indonesia is supported by more than 54,000 supporters since 2006

	<p><b>Why we are here</b> To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.</p> <hr/> <p><a href="http://wwf.or.id">wwf.or.id</a></p>
---	--

© 1986 Panda symbol WWF – World Wide Fund For Nature (Formerly World Wildlife Fund)  
© \*WWF\* is a WWF Registered Trademark

WWF-Indonesia  
Graha Simatupang  
7<sup>th</sup> Floor, Tower 2-Unit C  
Jakarta, 12540, Indonesia

Phone: +62 21 7829461  
Fax: +62 21 7829462