

COMPLETION REPORT



**ITTO Project PD 777/15 Rev. 3 (F)
Accelerating the Restoration of Cibodas
Biosphere Reserve (CBR) Functions through
Proper Management of Landscapes Involving Local Stakeholders**

Cibodas, West Java - Indonesia, February 2022

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ITTO Project PD 777/Rev. 3 (F)
"Accelerating the Restoration of
Cibodas Biosphere Reserve (CBR) Functions through
Proper Management of Landscapes Involving Local Stakeholders"

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Gunung Gede Pangrango National Park (GGPNP)

Directorate General of Conservation of Natural Resources and Ecosystems

(KSDAE)

Ministry of Environment and Forestry (MoEF)

With the assistance of:

The International Tropical Timber Organization (ITTO)

Cibodas – Cianjur, 28 February 2022

Project Title : Accelerating the Restoration of Cibodas Biosphere Reserve (CBR) Functions through Proper Management of Landscapes Involving Local Stakeholders

Serial Number : ITTO Project PD 777/Rev. 3 (F)

Executing Agency : Gunung Gede Pangrango National Park (GGPNP)
 Directorate General of Conservation of Natural Resources and Ecosystems (KSDAE), Ministry of Environment and Forestry (MoEF)

Starting Date : 01 September 2018

Duration : 42 months including 6 months of extension

Budget (USD) :

	Original	Revised
ITTO	USD 515,590	USD 427,348
GOI	USD 128,026	USD 128,026
Total	USD 643,616	USD 555,374

Project Key Personnel

- Project Coordinator : Mr. Harianto Arifin (01 Sep 2018 – Aug 2019)
 Mr. Ade Bagja Hidayat (Aug 2019 – 28 Feb 2022)
- Project Secretary : Ms. Siti J. Nooryasyini (01 Sep 2018 – 28 Feb 2022)
- Project Finance : Mr. Eko Sasmito (01 Sep 2018 – 30 Sep 2019)
- Project Technician : Mr. Yuki Januardi Perdana (1 Oct 2019 – 31 Aug 2021)
 Ms. Anisa Leksono (6 Sep 2021 – 28 Feb 2022)

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List of Abbreviations and Acronyms

AF3	: Alastair Fraser Forestry Foundation
CBR	: Cibodas Biosphere Reserve
CC Forum	: Communication and Coordination Forum
CEO	: Chief Executive Officer
EA	: Executing Agency
FFG	: Forest Farmers Group
FGD	: Focus Group Discussion
GGPNP	: Gunung Gede Pangrango National Park
ISMP	: Integrated Strategic Management Plan
ITTO	: International Tropical Timber Organization
KLIF	: Koorders Lestari Indonesia Foundation
LFG	: Local Farmers Group
MAB	: Man and Biosphere
MoEF	: Ministry of Environmental and Forestry
NGO	: Non-Governmental Organization
NRDC	: Natural Resource Development Company
PMU	: Project Management Unit
PSC	: Project Steering Committee
SMART	: Specific, Measurable, Appropriate, Realistic and Time-bound
SOP	: Standard Operating Procedure
UNESCO	: United Nations Educational, Scientific and Cultural Organization
YKAL	: <i>Yayasan Konservasi Alam dan Lingkungan</i> (Nature and Environment Conservation Foundation)

Executive Summary

Project identification

01. ITTO Project PD 777/15 Rev. 3 (F) was built on findings of completed ITTO Project TFL-PD 019/10 Rev. 2 (M) entitled "Developing collaborative management of Cibodas Biosphere Reserve in West Java, Indonesia". The key problem addressed by the project was "Inadequate conservation and sustainable management of biodiversity and ecosystems in CBR".
02. The key problem addressed was thoroughly analyzed by the Executing Agency involving the primary stakeholders of CBR to identify cause – effect relationship of the key problem which was then used as the basis for developing a sound project design and for defining the relevant and effective interventions to remove the problems at hand.

Project objectives and implementation strategy

03. The overall objective of the project was "to contribute to restoring the conservation and development functions of CBR"; its specific objective was "to improve conservation and sustainable management of biodiversity and ecosystems in CBR through implementation of the Integrated Strategic Management Plan".
04. The specific objective was to be achieved through delivery of three outputs, namely: i) threat on biodiversity in the core area significantly reduced, ii) land use best practices in CBR buffer and transition zones demonstrated and promoted, and iii) institutional arrangements for CBR management enhanced.
05. The implementation strategy pursued was based on participatory approach wherein planned project activities were executed collaboratively, as appropriate, with competent stakeholders and professional partners.

Assumptions and risks

06. The major assumptions made regarding successful implementation of the project were: i) Government authorities committed to CBR conservation and development, ii) Cooperative local farmers, iii) Cooperative local communities and, business firms, and iv) Good coordination between MoEF and regional/district governments continued.
07. The major assumptions made during the project formulation stage were valid during the project duration while employed mitigating measures were able to prevent potential risks from occurring.

Project performance

08. Overall, planned project activities had been implemented as they were originally defined noting that some positive adjustments to planned outcomes of the activities were made and raised performance of the project.

09. The project required a 6-month extension in time to complete due mainly to the slow progress made in implementation made during the first year of operation; during the extension period, 3 local livelihood projects were identified and initiated while 3 dialogues with multi-stakeholders completed which had enriched achievement of the project.
10. Project inputs in terms of human resource, materials and financing were sufficient to fully complete implementation of the activities to deliver all planned outputs and achieve defined specific objective.

Project outcome and involvement of target beneficiaries

11. Achievement of the project was assessed using the indicators defined in the project document; fulfillment of defined indicators and delivery of three planned outputs through the full implementation of all planned activities signified the full achievement of the specific objective at project completion.
12. Among the major tangible project results are: different technical reports and documents on individual project activities, enrichment planting models, trained leaders and members of local communities on skill for livelihood development, nine productive livelihood projects managed by local farmers groups and equipment as well as facilities for forest patrolling and biodiversity monitoring.
13. The primary beneficiaries were heavily involved in the project implementation: GGPNP leaders and staff were involved in the operational planning and monitoring of progress in implementation, local communities were involved in implementing nearly all of the project activities, local private firms were involved in sponsoring livelihood related activities while the local governments were involved in different meetings on monitoring and evaluation and as partner of the EA in assisting local communities in development of local livelihood projects.

Project sustainability

14. Sustainability of the project would be very likely secured by the primary beneficiaries who had gained substantial benefits from the project; the beneficiaries are now committed to sustain the project in anticipation of future stream of benefits generated by the project.
15. The GGPNP authority alone is committed to continue implementing particular activities that had been initiated under the project, e.g. livelihood projects, dialogues with local stakeholders, forest patrolling, etc. using available state funds; a new project proposal is also under process, seeking for external financial assistance to fill the gaps on needed resources.

Lessons learned

16. From the project formulation process:
 - The key problem addressed, derived from completed ITTO project, was affirmed and thoroughly analyzed involving the main stakeholders that resulting project design had received strong support on its implementation.
 - The weakly defined indicators of achievement had been improved to assure that they do their intended function well, i.e. as a measure of achievement.
17. From the project implementation process:
 - The PMU, comprised only a few professionals, proved able to efficiently manage the project operations to fully achieve planned specific objective of the project.
 - Continued communication by the EA and PMU with primary beneficiaries, NGOs and ITTO Secretariat had significantly contributed to the smooth project implementation.
 - The sound project design, developed collaboratively with the main stakeholders, had eased the planning and implementation of the project.

Conclusions and recommendations

18. The conclusions drawn are listed below:
 - i. The ITTO Project PD 777/15 Rev. 3 (F) was the initiative of the Executing Agency meant as a follow-up to findings of the previously completed ITTO project.
 - ii. The key problem addressed by the project was identified by the Executing Agency and analyzed involving the main stakeholders; its direct causes and indirect causes as well as its consequences if remained unresolved, were collaboratively identified that the full cause – effect relationship of the key problem was fully understood by the parties involved.
 - iii. Design of ITTO Project PD 777/15 Rev. 3 (F) was developed based on a clear and complete cause – effect relationship of the key problem that its vertical logic was strong while its elements of intervention were relevant and effective to resolving the problems at hand.
 - iv. The project was implemented using collaborative, participatory approach which had facilitated the smooth project operations without any noticeable administrative and technical difficulties.
 - v. The smooth implementation and successful completion of the proper were attributable to, among others:
 - The sound project design;
 - The correct and effective implementation strategy pursued;
 - The sufficient project inputs in terms of manpower, funds and time;
 - The strong support by the primary beneficiaries, partners and ITTO; and
 - The able PMU and active Executing Agency.

- vi. The specific objective defined was fully achieved through full delivery of three planned outputs and fulfillment of the indicators defined in the logical framework matrix.
- vii. Threat on biodiversity in the core area had been reduced through implementation of four interventions involving competent experts, local communities, NGO and professional trainers.
- viii. Land use best practices on the buffer and transition zones had been demonstrated through implementation of four interventions involving the competent experts, professional practitioners, in-house experts, local communities and local private firms.
- ix. The institutional arrangements for managing CBR had been enhanced through execution of four interventions with the assistance of local governments, in-house experts, private firms, event organizer and professionals on institutional development.
- x. The assumptions made were valid throughout the project duration and the mitigating measures implemented were effective in preventing the potential risks from occurring.
- xi. The primary beneficiaries of the project had demonstrated their strong cooperation and support to the PMU.
- xii. The project had contributed significantly to restoring the basic functions of CBR and promoting sustainable management of the reserve.

19. The important recommendations made are:

- i. It is strongly recommended for any ITTO project proponent to perform an adequate analysis of the problem to address in accordance with existing ITTO manual for project formulation to ensure clarity and comprehension of the cause – effect relationship of the key problem.
- ii. To be sound, a project design must be built on a clear, complete cause – effect relationship of the key problem to ensure relevance and effectiveness of planned interventions to resolve the problems at hand.
- iii. To ensure a smooth implementation and successful completion of a project, appropriate strategy for implementation, adequate inputs as well as support of the primary beneficiaries, partners and ITTO are among the enabling conditions that must prevail.
- iv. It is best to employ a small but able PMU in order to minimize cost of project key personnel, increase adaptability to changing environment and ensure an effective coordination with collaborators and partners.
- v. Achievement of a project should be assessed using pre-defined indicators that such indicators must be defined in a SMART manner in order to be applicable; revisiting defined indicators during the course of project implementation may be required in order to accommodate progress in implementation in the indicators.

- vi. It is strongly recommended for MoEF to provide the necessary resources to continue implementing particular activities that have been initiated under the project in order to avoid wasting the achievements made by the project.

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1. Project Identification

1.1. Context

Cibodas Biosphere Reserve (CBR), around 167.000 hectares in extent, is currently one of the most important biosphere reserves in Indonesia, not only because of the richness and uniqueness of its core area's biodiversity and ecosystems but also because of the roles of CBR in the supply of water for the surroundings including the State Capital of Jakarta, and in generating incomes for the local stakeholders notably local communities through ecotourism industry as CBR is an adored destination of tourists. Please note that the core area of CBR, Gunung Gede Pangrango National Park (GGPNP) is home to: more than 1,000 species of flora and 786 species of fauna.

The project reported here is a follow-up to completed ITTO-sponsored project TFL-PD 019/10 Rev. 2 (M) entitled "Developing collaborative management of Cibodas Biosphere Reserve in West Java, Indonesia". The specific objective of that project was "to strengthen forest law enforcement and governance on the conservation and sustainable use of biodiversity and environmental services of CBR which to a greater extent had been achieved at completion of the project especially in enhancing commitment of stakeholders to CBR management and awareness of communities on conservation and sustainable use of CBR resources.

Despite the achievement made by the completed project, several problems remained unresolved which were well documented in the Integrated Strategic Management Plan (ISMP) developed under that project. This reported project is a follow-up to findings of the previous project in general, to the ISMP in particular, and was the sole initiative of the GGPNP authority.

1.2. Origin and problem

Project PD 777/15 Rev. 3 (F) was built on findings of completed project TFL-PD 019/10 Rev. 2 (M), especially the ISMP. In fact, this project was a partial implementation of the ISMP. Out of the six intervening programs proposed by the ISMP, to overcome the remaining problems facing current management of CBR, five of them had been, to some extent, accommodated in this project.

Six problem solving programs proposed by the ISMPs developed under previously completed project were: i) confirmation of the area and zoning of CBR, ii) strengthening institutional arrangements for CBR, iii) landuse conflict resolution, iv) formulation and implementation of best management practices on every CBR zone, v) raising participation of local communities in operational management of CBR, and vi) enhancing the information system and campaign on CBR development.

The key problem addressed by project PD 777/15 Rev. 3 (F) was “inadequate conservation and sustainable management of biodiversity and ecosystems in CBR” which was removed using five programs defined in the ISMP, indeed with some adjustments and regrouping of the main activities of the programs. The specific objective of the project reported here was “to improve conservation and sustainable management of biodiversity and ecosystems in CBR through implementation of the Integrated Strategic Management Plan (ISMP).

The specific objective was planned to be achieved through delivery of three outputs, namely:

- Threat on biodiversity in the core area significantly reduced
- Landuse best practices in CBR buffer and transition zones demonstrated and promoted
- Institutional arrangements for CBR management enhanced.

Note the consistency between these three outputs with the programs proposed under the ISMP, except the fifth program listed above. Therefore, it was not surprising to say that Project PD 777/15 Rev. 3 (F) was a partial implementation of the ISMP developed under previously completed ITTO project.

The key problem addressed by Project PD 777/15 Rev. 3 (F) was shared with the primary stakeholders of CBR during the consultation meetings organized by GGNP management. The meetings thoroughly analyzed the key problem in order to comprehend its consequence(s), direct or main causes and underlying or indirect causes, as the basis for developing a relevant and effective design to solve the problems at hand.

2. Project Objectives and Implementation Strategy

2.1. Project objectives

Consistent with the key problem addressed by the project and results of the key problem analysis, the project objectives were defined as follows:

- Specific objective : To improve conservation and sustainable management of biodiversity and ecosystems in CBR through implementation of the Integrated Strategic Management Plan.
- Development objective : To contribute to restoring the conservation and development functions of CBR.

2.2. Implementation strategy

- The project was implemented using participatory approach, i.e. planned activities were executed collaboratively, as appropriate, with stakeholders at different levels.
- The project organized expert meetings, FGDs and workshops at different levels for sharing information, experience and insights.
- The project undertook capacity building programs through training on managerial as well as technical skills involving local government employees, leaders and members of local communities, and GGPNP employees.
- The project developed network with local NGOs, local private firms, local university such as University of Pakuan in the City of Bogor and with professional practitioners like the CEOs of bee honey and sheep raising business firms.

The strategy, as outlined above, proved working well. All planned activities had been timely implemented without noticeable difficulties. It is to be noted that the extension in time for implementing the project was not attributable to weakness of the strategy pursued but rather to shortcoming of the Project Management Unit (PMU) during the first year of operation.

2.3. Assumptions and risks

The major assumptions made to ensure achievement of the specific objective at project completion were:

- i. Government authorities committed to CBR conservation and development.
- ii. Cooperative local farmers.
- iii. Cooperative local communities and business firms.
- iv. Good coordination between MoEF and regional/district governments.

To avoid the risks associated with each of the assumptions, employed risk mitigating measures are as presented in Table 1.

Table 1. Assumptions, potential risks and employed mitigating measures

Assumptions	Potential risks	Employed mitigating measures
Government authorities committed to CBR conservation and development	<ul style="list-style-type: none"> • Existing CC Forum will continue ineffectively functioning • Output 3 not fully delivered • Specific objective not achieved 	<ul style="list-style-type: none"> • The PMU convinced the government authorities to operate a CC Forum at district level • The PMU requested the GGPNP and district governments to allocate sufficient funds for sustaining particular project activities
Cooperative level farmers	<ul style="list-style-type: none"> • Land conflicts in the core area will prevail • Delayed rehabilitation of farmers' occupied lands 	<ul style="list-style-type: none"> • Conducted intensive dialogue with farmers with the assistance of KLIF NGO • A win-win solution collaboratively developed by GGPNP, farmers and KLIF
Cooperative local communities and business firms	<ul style="list-style-type: none"> • Sustainable local livelihood models cannot be developed efficiently 	<ul style="list-style-type: none"> • Held intensive consultations with local communities and firms • Assisted local communities in development of livelihood projects
Good coordination between MoEF and regional/district governments	<ul style="list-style-type: none"> • Inefficient or delayed project operations 	<ul style="list-style-type: none"> • The EA and PMU conducted intensive communication with district governments

Note that the assumptions made were valid during the project duration and employed mitigating measures were effective in preventing potential risks from occurring.

3. Project Performance

3.1. Planned vs realized performance

a. The specific objective

The specific objective defined during the project formulation stage was: to improve conservation and sustainable management of biodiversity and ecosystems in CBR through implementation of the Integrated Strategic Management Plan. There was no change made to this defined specific objective during the course of project implementation.

b. The outputs and activities

The planned and realized outputs and activities are shown below in Table 2.

Table 2. Status of planned and realized outputs and activities

Planned outputs/activities	Realized outputs/activities
<u>Output 1:</u> Threat on biodiversity in the core area significantly reduced.	
Activity 1.1: To enrich biodiversity on lands managed under monoculture silviculture system through planting of suitable diverse plant and tree species	The activity was fully implemented as originally defined: enrichment planting carried out on 7 Ha of lands occupied by a single tree species
Activity 1.2: To resolve land conflicts with farmers by employing a win-win solution and replant the lands with diverse species of plants and trees	The activity was fully implemented as originally defined: a win-win solution had been collaboratively identified and degraded formerly occupied lands jointly rehabilitated
Activity 1.3: To enhance capacity in core area protection by involving local communities in forest patrol operations and providing essential benefits	The activity was implemented as originally defined but number of community members trained was reduced from 60 to 15 in order to train 45 GGNP staff on the subject
Activity 1.4: To put in place a sound monitoring system of biodiversity and ecosystems	The activity was implemented as originally defined but target of monitoring was focused on three flagship fauna species
<u>Conclusion:</u> No change had been made to Output 1 and Activities 1.1 through 1.4 but targets of Activities 1.3 and 1.4 adjusted to need of the executing agency.	

Planned outputs/activities	Realized outputs/activities
<p><u>Output 2:</u> Land use best practices in CBR buffer and transition zones demonstrated and promoted</p>	
<p>Activity 2.1: To review implementation of existing land use plan and provide recommendations for repairing follow-up actions</p>	<p>The activity was fully implemented as originally defined using somewhat complicated approach: actual land use practices well documented in the buffer and transition zones</p>
<p>Activity 2.2: To establish sustainable livelihood models for demonstration and training in collaboration with local communities and local firms</p>	<p>The activity was fully implemented as originally defined: 9 livelihood projects had been collaboratively developed and proved well managed by the forest farmers groups</p>
<p>Activity 2.3: To increase awareness on conservation and sustainable development through intensive dialogues with local stakeholders and dissemination of printed materials</p>	<p>The activity was fully implemented as originally defined: dialogues with 15 stakeholder groups in 3 districts were carried out and documented, 3 dialogues above the original target</p>
<p>Activity 2.4: To train local people and stakeholders on skills needed to develop sustainable livelihood projects</p>	<p>The activity was fully implemented as originally defined: a total of 182 leaders and members of LFGs trained on skills for 4 types of livelihood business by 9 different LFGs</p>
<p><u>Conclusion:</u> No change had been made to the original definitions of Output 2 and Activity 2.1 through 2.4; the activities had generated the outcomes as expected</p>	
<p><u>Output 3:</u> Institutional arrangements for CBR management enhanced</p>	
<p>Activity 3.1: To establish and operate CC Forum at district level</p>	<p>Realized activity was expanded to include revision of the original but disfunctioning CC Forum that CC Forum was formed in one district only for financing reason</p>
<p>Activity 3.2: To organize 3 district workshops on management/development planning</p>	<p>The activity was implemented as originally defined but the format was</p>

Planned outputs/activities	Realized outputs/activities
	changed to only one workshop involving three districts
Activity 3.3: To install and operate a publicly accessible CBR information system	The activity was implemented as originally defined; publicly accessible website, Facebook and Instagram were operational
Activity 3.4: To learn lessons and experience from other biosphere reserves	The activity was implemented as originally defined; the project had participated in different events on biosphere reserves and organized the Asia-Pacific workshop in January 2022
<p><u>Conclusion:</u></p> <p>No change was made to the originally defined Output 3 and Activities 3.1 through 3.4 except that Activity 3.1 also covered review and revision of the original but disfunctioning CC Forum which used a chunk of allocated budget of the activity</p>	
<p>Four unplanned activities were implemented during the extended period in September 2021 – February 2022:</p> <ul style="list-style-type: none"> • Development of 3 hectares of a demonstration plot on restoration of CBR core area at Selabintana forest complex in Sukabumi district • Training on skills for development of local livelihood projects on: <ul style="list-style-type: none"> ✓ bee honey business by Tapak Jagad farmers group ✓ bee honey business by Jaga Raksa farmers group, and ✓ instant vegetable soup business by Indung women group 	
<p><u>Conclusion:</u></p> <p>Unplanned activities had been fully implemented within the sanctioned time and financial resource</p>	

3.2. Time schedule



Figure 1. 2nd PSC Meeting on June 2021

The project officially commenced on 01 September 2018, planned for 36 months. The pace of project operation was somewhat sluggish during the first year which was attributable to the lack of professionalism of the PMU. The extension in time to implement the

project was granted by ITTO per NOL Ref.F.21-0061 of 03 September 2021 for six months; the extended time should also cover final reporting of the project, technically and financially.

In accordance with Article V of the project agreement, the Executing Agency is to submit a completion report three months after planned activities have been completed while a final audited statement is due four months after completion of the activities. The Executing Agency intends to submit the final reports, i.e. technical report by early of March 2022 (first week of March 2022), while completion report, and final audited statement report by mid of March 2022 (third week of March 2022).

3.3. Inputs applied

a. Manpower

i. Project key personnel

The project key personnel initially employed based on the NOLs of ITTO Ref.F.18-0050 of 10 May 2018 and Ref.F.18-0078 of 10 September 2018 were:

- Project Coordinator : Mr. Arifin Harianto
- Project Secretary : Ms. Siti J. Nooryasyini
- Project Finance : Mr. Eko Sasmito

Starting 01 September 2019, new members of the PMU were appointed by the Executing Agency and approved by ITTO per NOL Ref.F.19-0054 of 02 August 2019 and Ref.19-0075 of 31 October 2019; the newly appointed members of the PMU were:

- Project Coordinator : Mr. Ade Bagja Hidayat
- Project Secretary/Finance : Ms. Siti J. Nooryasyini
- Project Technician : Mr. Yuki Januardi Perdana

As proposed to continue engaging the PMU key personnel for extension period, the PMU received ITTO NOL Ref. F.21-0062 of 6 September 2021. The key personnel were:

- Project Coordinator : Mr. Ade Bagja Hidayat
- Project Secretary/Finance : Ms. Siti J. Nooryasyini

- Project Technician : Ms. Anisa Leksono

and served the project until its completion by 28 February 2022.

ii. National Consultants and Contractors



Figure 2. Presentation on result of the Activity 1.2 by the National Consultant

In total, 12 National Consultants and Contractors had been hired by the project to assist in the execution of particular activities as detailed in Table 3.

Table 3. Employed National Consultants and Contractors

No.	Name	Assisted activity	Duration of service	ITTO NOL
1.	Dr. Deni of the KLIF	Act. 1.2	6 months	F20-0044, 27 Oct 2020
2.	Dr. Rosadi of Univ. Pakuan	Act. 1.3	2 months	F20-0012, 16 Mar 2020
3.	Mr. Adib Gunawan	Act. 1.4	6 months	F21-0005, 29 Jan 2021
4.	Dr. Deni of KLIF	Act. 2.1	6 months	F19-0047, 16 Jul 2019
5.	Ms. Lasmini of NRDC	Act. 2.2	4 months	F19-0047, 16 Jul 2019
6.	Yayasan Konservasi Alam dan Lingkungan (YKAL)	Act. 2.2	2 months	F20-0007, 25 Feb 2020
7.	Mr. Adib Gunawan	Act. 2.2	12 months	F20-0015, 09 Apr 2020
8.	Mr. Sri Winenang	Act. 2.2.	12 months	F20-0015, 09 Apr 2020
9.	Mr. Adi Susmianto	Act. 2.2	12 months	F20-0015, 09 Apr 2020
10.	Mr. Agus Sudrajat	Act. 2.4	3 months	F20-0015, 09 Apr 2020
11.	Mr. Fitra Yulistian	Act. 3.3	30 months	F19-0018, 07 Mar 2019
12.	Dr. Boen Purnama of AF3	Act. 3.4	3 months	F21-0080, 27 Oct 2021

iii. NGOs

The information presented in Table 3 indicates that five NGO-based consultants had been engaged in the implementation of four project activities, namely Act. 1.2, Act. 1.3, Act. 2.2 and Act 3.4. Note that Ms. Lasmini and YKAL were both engaged in the execution of Activity 2.2.



Figure 3. FGD on Activity 2.2 with the Project Consultant

b. Project Expenditures

Total amount of expended = USD 427,348 as of 28 February 2022. The financial audit reports for fiscal years 2018, 2019 and 2020 had been timely submitted to and endorsed by ITTO. The final audited statement report will be ready for submission to ITTO no later than 28 February 2022 which also covers the 2021 fiscal year financial audit.

4. Project Outcome and Involvement of Target Beneficiaries

4.1. Achievement of the specific objective

It was hypothesized during the project formulation process that delivery of outputs would realize the specific objective. It was therefore necessary to assess to what extent individual outputs had been delivered. To this end, results of individual activities under each output should be assessed using defined indicators of achievement of that particular output which are presented below.

a. Output 1

Four project interventions had been fully implemented under the project, namely:

- Activity 1.1: To enrich biodiversity on lands managed under monoculture silviculture system through planting of suitable diverse plant and tree species;
- Activity 1.2: To resolve land conflicts with farmers by employing a win-win solution and replant the lands with diverse species of plants and trees;
- Activity 1.3: To enhance capacity in core area protection by involving local communities in forest patrol operations and providing essential facilities; and
- Activity 1.4: To put in place a sound monitoring system of biodiversity and ecosystems.

The objective of implementing the activities was to reduce threat on biodiversity of the core area of CBR, i.e. Gunung Gede Pangrango National Park (GGPNP) and deliver the first output of the project, i.e. threat on biodiversity in the core area of CBR significantly reduced. The question is, "has the first output been delivered through the full implementation of the four project activities or interventions?". To properly answer this question there is a need to match the indicators defined in the logical framework with the major outcomes of individual activities. This matching is shown in Table 4.

Table 4. Indicators of achievement vs major outcomes of the activities on Output 1

No.	Indicators of achievement	Major outcomes of activities
1.	2 biodiversity enrichment models on 4 ha of land established since year 2	7 ha of park land planted with 4 suitable tree species under two different planting techniques
2.	A win-win conflict resolution model identified and applied	A win-win conflict resolution model collaboratively identified and applied
3.	60 community members trained on skills for forest patrol operations	45 GGPNP personnel and 15 community members trained on skills for forest patrol operations

No.	Indicators of achievement	Major outcomes of activities
4.	A sound monitoring system for biodiversity developed and applied	3 SOPs developed and used for monitoring of 3 flagship fauna species

Close examination of the information in Table 4 indicated that major outcomes of the activities have essentially matched defined indicators of achievement suggesting the fact that the first output of the project had actually been delivered with the following remarks:

- The number of trainees specified by both the indicators and the training report are the same in total but different in composition. The indicator indicated 60 community



Figure 4. Training on Smart Patrol for GGNP's personnel on project Activity 1.3

members as the trainees while in practice the trainees comprised 45 park personnel and only 15 community members. The park management had deliberately increased number of park personnel in the training as the personnel are also in need of skills upgrading to keep up with technological advancement

and to enhance their capacity to lead community members in forest patrol operations;

- The fourth indicator did not provide specific about monitoring system while the activity was very specific about it, i.e. developed 3 SOPs for monitoring of 3 target species noting that SOP is a major component of a monitoring system.

Having matched the defined indicators with major outcomes of the project activities and understood the differences between them as outlined above, it should be reasonable to conclude that defined first output of the project had been fully delivered.

b. Output 2

Four project interventions pertaining to Output 2 of the project had been fully implemented, namely:

- Activity 2.1: To review implementation of existing land use plan and provide recommendations for repairing follow-up actions.
- Activity 2.2: To establish sustainable livelihood models for demonstration and training in collaboration with local communities and private firms.

- iii. Activity 2.3: To increase awareness on conservation and sustainable development through intensive dialogues with local stakeholders and dissemination of attractive, easy to read printed materials.
- iv. Activity 2.3: To train local people and stakeholders on skills needed to develop sustainable livelihood projects.

The objective of implementing the activities was to demonstrate and promote land use best practices. The project proponent hypothesized that the full implementation of above mentioned activities should deliver the second output of the project, i.e. land use best practices in CBR buffer and transition zones demonstrated and promoted. The question was, “had the four activities implemented delivered the second output?”. To properly answer this question, it was necessary to examine realized outcomes of individual activities and match these outcomes with the indicators of achievement defined in the logical framework of the project. This matching process is shown in Table 5.

Table 5. Defined indicators of achievement vs major outcomes of the activities on Output 2

No.	Defined indicators	Major outcomes
1.	Actual land use practices in buffer and transition zones documented and evaluated	Actual land use practices reviewed and deviation to intended practices identified
2.	6 sustainable livelihood models identified and established	9 sustainable livelihood projects identified and established, 3 under extension period
3.	12 dialogues organized at sub-district level involving 3-4 villages	15 dialogues organized at sub-district level involving multi-stakeholders
4.	200 reps of beneficiaries trained on sustainable livelihood skills	182 reps of local beneficiaries trained on sustainable livelihood skills



Figure 5. Activity on Dialogues with Local Community and Program on Sustainable Livelihood Models for Forest Farmers Group

Close examination of the information in Table 5 indicated that:

- The first indicator was fully satisfied
- The second indicator was exceeded by 3 projects
- The third indicator was exceeded by 3 dialogues; planned participants were 3-4 villages per dialogue but replaced with multi-stakeholders.
- The fourth indicator only realized 91% due mainly to the strict enforcement of the protocols on pandemic covid-19.

Overall, above examination indicated that indicators of Output 2 had been mostly satisfied noting that two indicators were exceeded and one indicator was less than the target. In conclusion, Output 2 was fully delivered.

c. Output 3

- Matching indicators of Output 3 with major outcomes of the activities. The matching process is shown in Table 6 by comparing output indicators defined in the logical framework with main outcomes of the activities implemented.

Table 6. Matching of defined indicators with outcomes of the activities on Output 3

No.	Defined indicators of Output 3	Outcomes of the activities under Output 3
1.	CC Forum at 3 districts established	CC Forum re-visited and re-structure One Working Group on CC Forum established
2.	3 district workshops on management planning organized	One district workshops organized involving three district governments
3.	CBR information system installed and operational since Year 2	The information system already installed and the system is operational
4.	Learning of lessons and experience from other reserves conducted	<ul style="list-style-type: none"> • The EA learned experience from other reserves and shared its experience with other Indonesia BRs • The EA organized the Asia-Pacific workshop on biosphere reserves for sharing information and experience

The information presented in Table 6 indicated that all four indicators of Output 2 had been met noting that the first indicator was only partly satisfied due to the urgent need to revisit and restructure the original CC Forum that nearly exhausted the originally allocated budget of Activity 3.1. Accepting this rationale would justify the full fulfillment of the first indicator, meaning full delivery of Output 3.



Figure 6. Meetings on Forum Coordination and Communication on Management of Cibodas Biosphere Reserve (CBR)

- Full implementation of pertinent activities would deliver Output 3.

As indicated in the previous section, four activities under Output 3 had been fully implemented and generated the expected outcomes. The project proponent argued, on the basis of cause-effect relationship of the major problems, that the full implementation of pertinent activities would deliver the output. If so, it must be reasonable to conclude that Output 3 had been delivered. This conclusion confirmed the result of matching defined indicators of Output 3 with major outcomes of the activities under the output shown in Table 6; that Output 3 “Institutional arrangements for CBR management enhanced” had been realized. The extent to which the institutional arrangements had been enhanced was not measurable thus is opened for further discussion by interested parties or individuals.

Above assessment on delivery of outputs indicated that all three outputs had been fully delivered. It was therefore reasonable to conclude that the specific objective was fully achieved at completion of the project. To confirm or otherwise this conclusion can be accomplished by matching defined indicators of the specific objective’s achievement with the relevant outcomes of the project activities as shown in Table 7.

Table 7. Matching defined indicators of the specific objective with outcomes of particular project activities

No.	Defined indicators of achievement	Outcomes of particular activities
1.	2 biodiversity enrichment models established	2 enrichment models established under Activity 1.1
2.	1 land conflict resolution model agreed to by farmers and GGPNP	1 land conflict resolution model adopted under Activity 1.2
3.	A sound monitoring system for biodiversity and ecosystems operational	Monitoring system for 3 fauna species developed and operational under Activity 1.4
4.	200 reps of beneficiaries trained on skills for six sustainable livelihood projects	A total of 182 reps of beneficiaries trained on skills for 9 livelihood projects
5.	CC Fora operational in 3 districts	<ul style="list-style-type: none"> • The original CC Forum revisited to accommodate formation of CC Forum Working Group • One District form a Working Group

The information in Table 7 revealed the following facts:

- Two indicators were fully met by Activities 3.1 and 3.2.
- On monitoring system, 3 SOPs for monitoring of 3 fauna species developed and operational under Activity 1.4. The indicator was not defined specifically that a sound monitoring system was difficult to measure. In this case, the indicator was assumed as fully met by the outcome of Activity 1.4
- The actual number of training participants on needed skills for livelihood projects was 182 or 91% of the indicator due mainly to pandemic covid-19 problem while realized projects increased from six to nine projects. In this case, the fourth indicator was viewed as satisfied by Activities 2.2 and 2.4.
- CC Fora have been operational in three districts, initiated under Activity 3.1.

Above matching of defined indicators with outcomes of particular activities indicated that all five indicators defined were fully met. In other word the specific objective had been fully delivered at completion of the project. This conclusion confirmed the full achievement of the specific objective based on delivery of defined outputs.

4.2. Pre-project's vs at project's completion situations

a. Tangible results

The tangible results of individual project activities under each output which did not exist prior to implementing the project are highlighted below:

Output 1

- In total, 7 hectares of poorly occupied tree species inside the core area of CBR enriched with multi tree species
- Around 3,9 hectares of lands under conflict inside the core area of CBR liberated and rehabilitated
- Sixty people representing GGPNP and local communities trained on skills for forest patrolling
- 3 SOPs for monitoring of flagship fauna species developed and available for use

Output 2

- Nine local livelihood projects established at nine different sites in three districts
- 182 persons representing local farmers groups and local stakeholders trained on skill for running the livelihood projects

Output 3

- Documents of revised CC Forum and Forum Working group at district level
- Report on workshop on management/development planning
- Website, Facebook and Instagram of the project are operational
- Report on the Asia-Pacific workshop on biosphere reserves management is available for interested parties and individuals

b. Sectoral policy and program

Through implementation of different activities, the project has contributed to sectoral development in one form or another as outlined below:

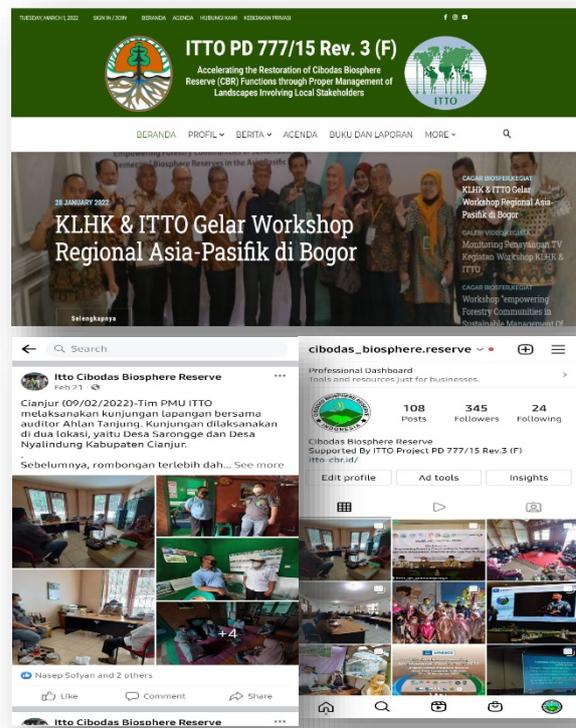


Figure 7. Information system on Cibodas Biosphere Reserve (CBR)

- The FGDs on development of local livelihood projects generated first hand information on resources and competence acquired by local stakeholders useful for rural development planning.
- The training on skills needed for development of local livelihood projects contributes to local capacity building which is useful for regional economic development planning.
- The review on land use practices and its results are useful for landuse planning by the district governments



Figure 8. Regional Workshop on Share and Learning on Management of Biosphere Reserves

- The Asia-Pacific regional workshop on sustainable management of biosphere reserves held in the City of Bogor, Indonesia on 20 January 2022 exemplifies the strong commitment of Indonesia to conservation of biodiversity and sustainable development.

c. Physical environment

- Operation of nine livelihood projects at different villages has created a new physical environment and raised interest of local stakeholders in village-based livelihood projects.
- The different dialogue sessions and FGDs organized under the project have strongly raised awareness of local stakeholders on conservation and sustainable development.

4.3. Involvement of the target beneficiaries

The primary beneficiaries of the project were local communities occupying buffer and transition zones of CBR, local private firms, GGPNP authority and district or Regency governments at different levels; these beneficiaries had involved in the project implementation in one way or another as highlighted below:

a. The local communities

The local communities residing in the buffer and transition zones of CBR were involved in the implementation of different project activities

- as laborers in enrichment planting
- as partner of GGPNP authority in resolving land conflicts



Figure 9. Photo group with the FFG of Tunas Bangsa after training on project sustainable local livelihood models

- as trainees on forest patrolling
- as main actor of the local livelihood projects
- as participants in various FGDs, dialogues and workshops
- as trainees on livelihood training programs
- as users of the skills taught by project's consultants and professionals.

b. Local private firms

Some local private firms were engaged in the implementation of particular project activities including:

- as partner to local farmers groups in the marketing of livelihood products
- as participants in different FGDs on development of sustainable livelihood projects
- as contributor to investment in two livelihood projects by KTHs Arca Domas and Cikereteg
- as sponsor to the Asia-Pacific workshop

c. The GGNP authority

- GGNP authority was involved in the project formulation process, operational planning, implementation of plans of operation; monitoring and evaluation of progress in implementation, project reporting and, not the least, in project's financial management.
- In addition, GGNP authority played crucial roles in development of communication and coordination with the authorities or institutions external to the project including the provincial government of West Java, district governments of Bogor, Cianjur and Sukabumi, Directorate General of Conservation of Biodiversity and Ecosystems, Indonesia MAB–UNESCO, Universities, private firms and NGOs.

d. The district governments

District governments of Bogor, Cianjur and Sukabumi were involved in the implementation



Figure 10. Consultation with the Cianjur District Government officers

of particular project activities with different roles:

- as partner of project consultant in reviewing implementation of landuse plan
- as participants in the FGDs on development of sustainable livelihood projects

- as partner of PMU in awareness raising on conservation and sustainable development
- as advisor to organization of the workshop on development planning
- as partner of GGNP in reviewing and revising the CC Forum organizational structure and membership and in establishing Working Group on CC Forum at district level.

4.4. Project sustainability

Sustainability of the project after its completion would be lasting and very much dependent on the primary beneficiaries for the following reasons:

- Local communities are now committed to sustainable management of CBR as the landscapes are the site for development of livelihood projects for generation of income.
- Local communities are now eager to support conservation and sustainable development.
- Local private firms get involved in the trading of livelihood products with great opportunities to develop business in CBR and use the reserve for branding of traded products.
- GGNP authority has gained substantial benefits from the project in the forms of generated information, increased awareness of local stakeholders on conservation and sustainable development, enhanced support of local stakeholders on national park management, etc. In addition, GGNP has prepared a follow-up project proposal for submission to ITTO.
- The local governments are supporting efforts to sustain the project as completed project had generated different benefits including increased income of local communities, cooperative local stakeholders, valuable information useful for rural development planning, etc.

In essence, the project beneficiaries do not want to have the project ended but in favor of sustaining the project.

5. Assessment and Analysis

5.1. Project rationale and identification process

Cibodas Biosphere Reserve (CBR) is one of the most important biosphere reserves in Indonesia, not only because of the rich and unique biodiversity and ecosystems, but also because of the roles it plays in the supply of water for the surroundings and in generating incomes for the local stakeholders, notably local communities, mainly through ecotourism-related activities. Although some progress had been made in its management since it was established in 1977, some major issues remained, namely: i) continued threat on biodiversity in the core area, ii) improper adoption of land use best practices in the buffer and transition zones, and iii) weak institutional arrangements to support sustainable management of CBR. If these main problems remain unresolved, they would lead to inadequate conservation and sustainable management of biodiversity and ecosystems in CBR, and eventually might result in continued deteriorating functions of CBR.

In essence, CBR had not been adequately managed, that sustainability of GGPNP as the home to numerous species of flora and fauna as well as ecosystems was at high risk, which was not the interest of GGPNP. Since the government could not fully provide needed resources to support an adequate management of CBR, GGPNP had the initiative to develop a project proposal for submission to ITTO, seeking for assistance to implement the project in order to fill the gaps between needed resources to address remaining management problems of CBR and what resources were available.

5.2. The problem addressed, project design and implementation strategy

The key problem addressed by the project was “inadequate conservation and sustainable management of biodiversity and ecosystems in CBR”. The key problem was thoroughly analyzed involving the primary stakeholders of CBR, during the stakeholders consultation meetings organized by GGPNP, using the powerful analytical technique promoted by ITTO, i.e. the problem tree analysis. By so doing, consequence of the key problem, if remained unresolved, as well as its direct and indirect causes were properly and fully identified which had facilitated construction of a solution tree as the basis for defining an effective and relevant project design to resolve the problems at hand. Such a project design so developed must be effective and relevant to resolve the problems at hand because it was derived from and build on the results of problem tree analysis.

The implementation strategy pursued was based on participatory approach wherein planned activities were executed collaboratively, as appropriate, with competent stakeholders at different levels and localities. Among the critical elements of the strategy were:

- Organization of expert meeting, FGDs, and workshops for sharing information, experience and insight relating to particular activities.
- Implementation of programs on capacity building for GGPNP employees, leaders and members of local communities, forest farmers groups, local government employees and women groups.
- Development of network with relevant government institutions, local NGOs, local private firms and local universities including University of Pakuan in Bogor as well professional practitioners and trainers.

5.3. Critical difference between planned and actual implementation

A number of deviations from the originally planned interventions occurred due to unforeseen circumstances as outlined below:

- Activity 1.1: the plan was to establish 4 ha enrichment planting models on the core area but realized 7 ha utilizing unspent funds of the activity.
- Activity 1.3: the plan was to train 60 community members on skills for forest patrolling; the realized number of trainees was 60 persons in total comprising 15 community members and 45 GGPNP employees. In planning implementation of the training, the Executing Agency realized the urgent need to update and improve skills of GGPNP employees in order to properly conduct forest patrolling in CBR area.
- Activity 1.4: the plan was to develop a sound monitoring system which was not measurable. It was decided by the PMU to develop 3 SOPs for monitoring of 3 flagship fauna species.
- Activity 2.2: the plan was to establish 6 sustainable livelihood projects but realized 9 projects; 3 additional projects were established during the time extension period using unspent funds of the activity.
- Activity 2.3: the plan was to conduct 12 dialogues with villages in 3 districts but 15 dialogues with multi-stakeholders in 3 districts were realized; the 3 additional dialogues were realized during the time extension period, financed with unspent funds of the activity.
- Activity 2.4: the plan was to train 200 reps of beneficiaries on skills for managing sustainable livelihood projects but realized only 182 trainees due mainly to the covid-19 pandemic.
- Activity 3.1: the plan was to establish 3 Working Groups of CC Forum in 3 districts but realized only one Working Group. Review and revision of the original but un-functioning

CC Forum were found inevitable and was carried out by the PMU in expense of reduced number of Working Groups due to limited budget of the activity.

- viii. Activity 3.2: the plan was to organize 3 district workshops on development planning but realized only one combined workshop involving 3 district governments.
- ix. The original project duration was 36 months but extended for 6 months due mainly to the slow progress made during the first year of project operation.

Above information on the difference between planned and actual implementation of the project indicated that most of occurring deviations was positive in nature; no deviation that compromised delivery of the outputs and achievement of the specific objective.

5.4. Adequacy of project inputs

In terms of human resource, project input was adequate: the project key personnel were able to properly handle the overall operational management in accordance with the project agreement as well as the rules and procedures applying to ITTO projects; the consultants and contractors hired were able to successfully accomplish assigned tasks within the sanctioned time and budget. Employment of the project key personnel, consultants and contractors was all made with the prior approval of ITTO.

In terms of funding, the sanctioned ITTO budget was sufficient to fully finance the project operations. No problem had ever occurred with respect to financing of activities, purchasing of capital items, procurement of needed materials and payment of honoraria of the professionals involved in the project operations. The sanctioned project funds were timely disbursed to the Executing Agency in six installments.

Disbursed ITTO funds had been used by the Executing Agency in accordance with the provisions of the project agreement. Appropriateness of using the funds had been audited by an independent, registered public accountant and annually reported to ITTO. Indeed, any disbursement of funds was subjected to appropriateness of spending on the preceding disbursement.

5.5. External influences

The major assumptions made with regard to influence of external forces on project implementation were valid throughout the project as highlighted below:

- The government authorities at the central, provincial and district levels were committed to conservation and development of CBR as evident by their participation in different project events and the policy support granted to the project operations.

- The local farmers were cooperative with the Executive Agency and PMU; they had actively involved in the implementation of particular activities and eased conduct of project operations on the ground.
- The local communities in general and a few local private firms were cooperative throughout the project duration as evident by the efforts they made to successfully accomplish assigned tasks.
- Coordination between MoEF as represented by the Executing Agency with the provincial and district governments was steadily fine and had eased institutional arrangement for the project implementation.

5.6. Project beneficiaries

The primary beneficiaries of the project were the local communities residing inside or around CBR, local private firms operating around CBR, the GGPNP authority and the district governments of Bogor, Cianjur, and Sukabumi.

The local communities had gained benefits from the project, some directly and some indirectly. The communities that gained benefits directly included: the forest farmers groups of different localities mandated to manage nine livelihood projects and to participate in the training programs under the project, the community members hired as laborers, the community groups that took part in the dialogues on conservation and sustainable had enriched their practical knowledge. Some communities that indirectly gained benefits from the project were neighboring communities of the villages hosting the livelihood projects who can learn livelihood business through visits, talks and discussions.

The local private firms had gained benefits from the project from the opportunity to use CBR for branding their products, improved relation with local stakeholders through participation in the dialogues, meetings and workshops, first hand information on attitude of local communities towards private firms and from trading of local livelihood products. The district government had benefited from the project through different community development programs introduced by the project which otherwise is one of its major tasks to accomplish, through implementation of local events such as the Sarongge Festival that made the host district known better to public and through improved lives of the citizens.

The GGPNP authority had benefited from the project through the overall improvement of CBR management, through the first hand information on actual conditions of CBR and live condition as well as attitude of the local communities towards existence of GGPNP.

5.7. Project sustainability

As has been touched upon in Section 4.4, sustainability of the project is basically dependent on the primary stakeholders, namely local communities, local private firms, local governments and GGPNP authority. The growing interest of local communities and private firms in conservation of biodiversity in the core area and sustainable development in buffer and transition zones of CBR, improved income of farmers from the livelihood projects initiated under the project and enhanced collaboration with GGPNP authority are among the factors in favor of sustaining the project.

The level of commitment of GGPNP authority to continue implementing the crucial interventions that have been initiated under the project to a larger extent determines sustainability of the project. Development of a follow-up project proposal for submission to ITTO for possible funding is an obvious attempt of GGPNP to sustain the project.

The commitment made by the district governments to sustainable management of CBR coupled with the benefits that local communities have received from the project as described in the preceding section should serve as a strong sustaining factor of the project.

5.8. The institutions involved in the project implementation

Among the institutions that were involved in implementing the project, directly or indirectly, are listed below:

At local level

- Village administration leaders, as partner
- Forest farmers or local farmers groups as partner and executor of particular activities
- GGPNP resort organizational units as field supervisor

At district/provincial level

- The districts' planning boards as adviser
- The districts' division on rural development as advisor
- Registered NGOs as partner and executor of selected activities
- MNC Group and Private firms as trainer or sponsor on socio-economic development

At national level

- DG of Conservation of National Resources and Ecosystems (KSDAE) as the supervising body of GGPNP authority and Chair of the PSC
- GGPNP authority as the executing agency
- Alaister Fraser Forestry Foundation (AF3) as the event organizer

- Bureau for International Cooperation of MoEF as member of the PSC
- The MAB–UNESCO Indonesia as adviser

6. Lessons Learned

6.1. Project identification and designing

- i. The key problem to address by a ITTO project must have a strong rationale and clear origin in order to be affirmed by the main stakeholders.
- ii. The key problem to be addressed must be thoroughly analyzed involving the primary stakeholders or beneficiaries in order to comprehend its cause – effect relationship and facilitate the construction of a relevant and effective project design.
- iii. To avoid problem on assessment of project achievement at the output and specific objective levels, indicators of achievement must be SMART, i.e. Specific, to avoid differing interpretations; Measurable to allow accurate monitoring and evaluation; Appropriate, to adequately address the problems; Realistic, achievable and meaningful; Time-bound, with a specific time to achieve each indicator.
- iv. There is a need to clearly define the tasks and responsibilities of the PMU in order to avoid confusion on institutional relation between the Executing Agency and the PMU.
- v. The strategy for implementation of a project is effective to realize planned objectives of the project provided that the strategy is based on collaborative, participatory approach.
- vi. To minimize deviation between planned and realized objectives of the project, operational plan must be developed consistent with the project document, unclear indicators of achievement need redefining while planning process should be adaptive to progress in implementation.

6.2. Project implementation

- i. A small but highly professional PMU proved able to effectively implement the project to achieve its planned objectives.
- ii. Continued and effective communication and coordination between the Executing Agency and the local governments hosting the project had avoided unnecessary operational and institutional problems.
- iii. The indicators of project achievement that were weakly defined in the planning stage need updating or redefining during the operational stage to ensure fulfillment of their function for measuring achievement.
- iv. To be successful, project implementation should be fully supported by leaders and employees of the Executing Agency at different levels.
- v. Frequent and intensive dialogues organized under the project proved able to build up collaboration between the Executing Agency and PMU with local stakeholders, especially local communities, in implementation of the project activities.

- vi. Continued and transparent communication between the Executing Agency with ITTO is among the key success of the project implementation and completion.

7. Conclusions and Recommendations

7.1. Conclusions

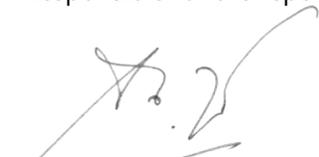
- i. ITTO Project PD 777/15 Rev. 3 (F) was the initiative of the Executing Agency meant as a follow-up to findings of the previously completed ITTO project.
- ii. The key problem addressed by the project was identified by the Executing Agency and analyzed involving the main stakeholders; its direct causes and indirect causes as well as its consequences if remained unresolved, were collaboratively identified that the full cause – effect relationship of the key problem was fully understood by the parties involved.
- iii. Design of ITTO Project PD 777/15 Rev. 3 (F) was developed based on a clear and complete cause – effect relationship of the key problem that its vertical logic was strong while its elements of intervention were relevant and effective to resolve the problems at hand.
- iv. The project was implemented using collaborative, participatory approach which had facilitated the smooth project operations without any noticeable administrative and technical difficulties.
- v. The smooth implementation and successful completion of the proper were attributable to, among others:
 - The sound project design;
 - The correct and effective implementation strategy pursued;
 - The sufficient project inputs in terms of manpower, funds and time;
 - The strong support by the primary beneficiaries, partners and ITTO; and
 - The able PMU and active Executing Agency.
- vi. The specific objective defined was fully achieved through full delivery of three planned outputs and fulfillment of the indicators defined in the logical framework matrix.
- vii. Threat on biodiversity in the core area had been reduced through implementation of four interventions involving competent experts, local communities, NGOs and professional trainers.
- viii. Land use best practices on the buffer and transition zones had been demonstrated through implementation of four interventions involving the competent experts, professional practitioners, in-house experts, local communities and local private firms.
- ix. The institutional arrangements for managing CBR had been enhanced through execution of four interventions with the assistance of local governments, in-house experts, private firms, event organizer and professionals on institutional development.
- x. The assumptions made were valid throughout the project duration and the mitigating measures implemented were effective in preventing the potential risks from occurring.

- xi. The primary beneficiaries of the project had demonstrated their strong cooperation and support to the PMU.
- xii. The project had contributed significantly to restoring the basic functions of CBR and promoting sustainable management of the reserve.

7.2. Recommendations

- i. It is strongly recommended for any ITTO project proponent to perform an adequate analysis of the problem to address in accordance with existing ITTO manual for project formulation to ensure clarity and comprehension of the cause – effect relationship of the key problem.
- ii. To be sound, a project design must be built on a clear, complete cause – effect relationship of the key problem to ensure relevance and effectiveness of planned interventions to resolve the problems at hand.
- iii. To ensure a smooth implementation and successful completion of a project, appropriate strategy for implementation, adequate inputs as well as support of the primary beneficiaries, partners and ITTO are among the enabling conditions that must prevail.
- iv. It is best to employ a small but able PMU in order to minimize cost of project key personnel, increase adaptability to changing environment and ensure an effective coordination with collaborators and partners.
- v. Achievement of a project should be assessed using pre-defined indicators that such indicators must be defined in a SMART manner in order to be applicable; revisiting defined indicators during the course of project implementation may be required in order to accommodate progress in implementation in the indicators.
- vi. It is strongly recommended for MoEF to provide the necessary resources to continue implementing particular activities that have been initiated under the project in order to avoid wasting the achievements made by the project.

Responsible for the report



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COMPLETION REPORT

ITTO Project PD 777/15 Rev. 3 (F)
Accelerating the Restoration of Cibodas
Biosphere Reserve (CBR) Functions through
Proper Management of Landscapes Involving Local Stakeholders



Cibodas, West Java - Indonesia, February 2022