

EXIT STRATEGY REPORT 2021

PREPARED BY
WIENE ANDRIYANA

Table of Contents

ACRONYMS AND ABBREVIATIONS.....	2
I. INTRODUCTION	3
1.1 PURPOSE AND IMPORTANCE OF THE EXIT STRATEGY	3
2.2 ABOUT THE PROJECT.....	4
II. APPROACHES TO EXIT STRATEGY	6
2.1 METHODOLOGICAL APPROACH.....	6
2.2 APPLICATION TO TIGER PROJECT CONTEXT.....	7
III. UNPACKING PROJECT'S EXIT AND PATHWAYS TO SUSTAINABILITY	9
3.1 IN A NUTSHELL: PATHWAYS TO ENHANCING BIODIVERSITY CONSERVATION SUSTAINABLY.....	9
3.2 THE UMBRELLA INDICATOR: TIGER DENSITY.....	13
3.3 OUTCOME 1. IMPROVED MANAGEMENT EFFECTIVENESS	13
3.3 OUTCOME 2: INCREASED COORDINATION BETWEEN KEY STAKEHOLDERS	18
3.4 OUTCOME 3: NEW SUSTAINABLE FINANCING MECHANISMS	21
IV. PRIORITY ACTIONS FOR A SUSTAINABLE PROJECT EXIT	23
4.1 INSTITUTIONAL SUSTAINABILITY	23
4.2 SOCIO-ECOLOGICAL SUSTAINABILITY	24
4.3 KEY FINANCIAL SUSTAINABILITY.....	29
4.4 KEY STAKEHOLDERS	30
4.5 PROJECT'S LEGACY AND INNOVATION	31
V. CONCLUDING REMARKS.....	33
VI. BIBLIOGRAPHY.....	34
ANNEXES.....	35

Acronyms and abbreviations

BAPPENAS	National Development Planning Agency (<i>Badan Perencanaan Pembangunan Nasional</i>)
BKSDA	Natural Resources Conservation Agency (<i>Balai Konservasi Sumber Daya Alam</i>)
CCA	Community Conservation Agreement
CDSC	Capacity Development Score Card
CSO	Civil Society Organization
DG	Directorate General
Gakkum	Law Enforcement (<i>Penegakan Hukum</i>)
GEF	Global Environment Facilities
KK	Conservation Area (<i>Kawasan Konservasi</i>)
KKH	Biodiversity Conservation (<i>Konservasi Keragaman Hayati</i>)
KSDAE	General of Natural Resources and Ecosystem Conservation (<i>Konservasi Sumber Daya Alam dan Ekosistem</i>)
METT	Management Effectiveness Tracking Tools
MoEF	Ministry of Environment and Forestry
MoF	Ministry of Finance
NP	National Park
PAR	Project Assurance Report
PIR	Project Implementation Report
PKS	Collaboration Agreement (<i>Perjanjian Kerja Sama</i>)
QMR	Quarterly Monitoring Report
RKT	Annual Work Plan (<i>Rencana Kerja Tahunan</i>)
RPJP	Long Term Management Plan (<i>Rencana Pengelolaan Jangka Panjang</i>)
RPJPN	Short Term Management Plan (<i>Rencana Pengelolaan Jangka Pendek</i>)
SiBelang	Berbak Sembilang Information System (<i>Sistem Informasi Berbak Sembilang</i>)
SIDAK	Conservation Database Information System (<i>Sistem Informasi Pendataan Konservasi</i>)
SRF	Strategic Resource Framework
TN	National Park (<i>Taman Nasional</i>)
UDIK	Conservation Information Data Unit (<i>Unit Data Informasi Konservasi</i>)

I. INTRODUCTION

1.1 Purpose and Importance of the Exit Strategy

The goal of an Exit Strategy is to ensure that project's impact and benefit will be sustained after a program ends.

Lessons from earlier project have demonstrated that a well-planned exit strategy, ideally co-plan with communities in advance of close-out, contributes to better program outcomes and encourage commitment of beneficiaries to commit to program sustainability. When planned and implemented carefully, exit strategy can also help in:

- a) resolving tension or anxiety that may arise between the withdrawal of assistance and commitment to achieve program outcomes in a longer term.
- b) defining and clarifying the role of donors or development agencies to host communities and other partners as being timebound. That way, reducing the potential for misunderstandings and future dependency.
- c) informing a program's sustainability plan or planning for its next phase

Conversely, without Exit Strategies, transitions and exits of certain programs are likely to be more problematic. Therefore, exit strategy could also be defined in a broader sense as a program's 'sustainability strategy'. Whilst the term exit alone refers to the process of which certain project will have to withdraw its external assistance as planned in the project document, the term sustainability encompasses a more profound and comprehensive aspect of project or programme's outcome. Both aspects form an integral part of any project. This could be accomplished through staggered graduation from specific project areas, simultaneous withdrawal from the entire program area, or transitioning to associated programming in selected areas. Despite not being stated in the title, any exit strategy will (should) have clear and feasible sustainability strategies integrated within.

On that note, in general, an exit (and sustainability strategy) aims to:

- Ensure the sustainability of project goals and impacts after the project ends;
- Inform stakeholders and beneficiaries of project closure and outline their roles and responsibilities to sustain post-project activities; and
- Ensure the orderly closure of the project.

The Ministry of Environment and Forestry has led the implementation of GEF-5 Project under collaboration with UNDP, BAPPENAS and various conservation partners at different level. The project entitled "Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes aims to address the institutional issues facing biodiversity management in Indonesia by focusing on Sumatra, and in particular on four national parks (Kerinci Seblat, Bukit Barisan Selatan, Leuser and Berbak-Sembilang) and their surrounding landscapes (covering 5.49 million ha) and the Kampar-Kerumutan landscape (0.98 million ha) that contains Sumatra's last significant tract of peat swamp forest. Project's objective is to enhance biodiversity conservation in priority landscapes in Sumatra through adoption of best

management practices in protected areas and adjacent production landscapes, using tiger recovery as a key indicator of success.

Started to be implemented in 2016, the GEF support provided for this project will be ended in February 2022. Therefore, an update on the exit and sustainability strategy is critical to ensure that project's outcome will sustain. Lessons from earlier project have demonstrated that a well-planned exit strategy contributes to better program outcomes and encourage commitment of beneficiaries to commit to program sustainability. Specifically for conservation project exit strategies are critical component of conservation planning.

As for the context of this project, project exit refers to the withdrawal of external support by the Global Environment Facility (GEF) and United Nations Development Program (UNDP), coincident with the end of the project funding cycle (GEF-5) as agreed within the Project Document. The national implementing partner is the Ministry of Environment and Forestry will continue its leading role in ensuring that project's impact/outcome will sustain.

This Exit Strategy Report 2021 built on the initial project's exit strategy (Annex 5 Project Document) and various reports, data and information from project sites and at national level. This report provides update on the current status of project's sustainability progress based on the established indicators and on outcome-basis. Additionally, this report also proposes some recommendations for key priorities action for sustainability, along with the respective key stakeholders and funding mechanism. This report is significantly benefited from and enhanced by the Exit Strategy Workshop carried out on 18 November 2021, where feedbacks, confirmation of commitments and clarifications were gauged from the key stakeholders of this project (see Annex 2 – MoM of the workshop).

2.2 About the Project

Table 1. Key Project Information

Project Information	
UNDP PIMS ID	5363
GEF ID	4892
GEF Cycle	GEF-5
Title	Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes
Country	Indonesia
UNDP-GEF Technical Team	Ecosystems and Biodiversity
Project Implementing Partner	Indonesian Ministry of Environment and Forestry (MoEF)
Project Duration	5 years
Key Project Dates	
PIF Approval Date	Jun 7, 2012
CEO Endorsement Date	Feb 4, 2015
Project Document Signature Date (project start date):	Feb 24, 2016
Date of Inception Workshop	Feb 28, 2017
First Disbursement Date	Mar 14, 2016
Expected Date of Mid-term Review	Dec 31, 2019
Actual Date of Mid-term Review	Aug 1, 2019
Expected Date of Terminal Evaluation	Nov 22, 2021
Original Planned Closing Date	Feb 22, 2022
Revised Planned Closing Date	<i>(not set or not applicable)</i>

The project's full title is "Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes", which is commonly known and shortened as the Sumatran Tiger Project. Project's objective is to enhance biodiversity conservation in priority landscapes in Sumatra through adoption of best management practices in protected areas and adjacent production landscapes, using [tiger recovery as a key indicator of success](#).

1. Component 1: Increased effectiveness of key protected area management institution.

Outcome 1 Improved management effectiveness in five target protected areas through ongoing implementation of best practice adaptive management plans.

- **Output 1.1** provide training and technical assistance to facilitate the [institutional strengthening process](#)
- **Output 1.2** Enhanced national park [management plans](#) and annual work plans
- **Output 1.3** Adaptive management law enforcement tools and standards, such as [SMART](#), are implemented in priority RBMs in target landscapes
- **Output 1.4** [Management effectiveness](#) increase annually tracked through training results and METT assessments
- **Output 1.5** Updated version of the [National Tiger Recovery Plan and Sumatran Tiger Strategy and Action Plan](#) developed and adopted

2. Component 2: Inter-sectoral coordination systems developed for priority landscapes.

Outcome 2. Increased coordination between key stakeholders operating in the target landscapes, resulting in an integrated, more cost-effective approach to biodiversity conservation; Viability and replicability of [innovative forest and biodiversity management interventions](#) demonstrated through pilots in selected landscapes; and, Key threats to biodiversity loss mitigated within demonstration sites in each target landscapes that result in [an increase in Sumatran tigers by 10%](#), elimination of tiger poaching and deforestation reduced to <1%/yr in core areas

- **Output 2.1** Landscape-level and inter-landscape [partnerships](#) developed and operationalized between relevant agencies concerned with illegal wildlife trade.
- **Output 2.2.** [Innovative forest and wildlife management interventions](#) in target landscapes documented and reviewed for replication and upscaling,
- **Output 2.3.** Management decision-making informed through wildlife and forest monitoring using a [standardised scientific survey protocol](#).
- **Output 2.4** [Human-tiger conflicts](#) effectively managed in 5 target landscapes.

3. Component 3: Sustainable financing for biodiversity management.

Outcome 3. New sustainable financing mechanisms to meet long-term management expenditure needs for protected areas in priority landscapes with the potential to replicate successful models elsewhere in Indonesia; and [public-private partnerships piloted](#) in high biodiversity sites adjacent to protected areas to support biodiversity-friendly land use within priority landscapes

- **Output 3.1** [Financial sustainability analysis](#) conducted to improve cost-effectiveness, disbursement mechanisms and budget resources for UPT
- **Output 3.2** [Sustainable financing plans](#) developed and implemented for selected production areas through business and biodiversity mechanisms
- **Output 3.3** [Institutional framework at national level](#) adopted to support sustainable financing scheme implementation

II. APPROACHES TO EXIT STRATEGY

2.1 Methodological Approach

A project “exit” refers to the withdrawal of all externally provided resources from an entire project area, which may address the withdrawal of support from communities or districts within a project scope/area. A project Exit Strategy is a plan describing how the project intends to withdraw its resources while ensuring that achievement of the project goals (relief or development) is not jeopardized and that progress towards these goals will continue.

Three basic approaches to Exit Strategies are outlined below:

1. **Phasing Down:** This is a gradual reduction of project activities, utilizing local organizations to sustain project benefits while the original sponsor (or implementing agency or donor) deploys fewer resources. Phasing down is often a preliminary stage to phasing over and/or phasing out;
2. **Phasing Out:** This refers to a UNDP’s withdrawal of involvement in a project without turning it over to another institution for continued implementation. Ideally a project is phased out after permanent or self-sustaining changes are realized, thus eliminating the need for additional external inputs; and
3. **Phasing Over:** In this case, UNDP transfers program activities to national/local institutions or communities. During program design and implementation, emphasis is placed on institutional capacity building so that the services provided can continue through local organizations.

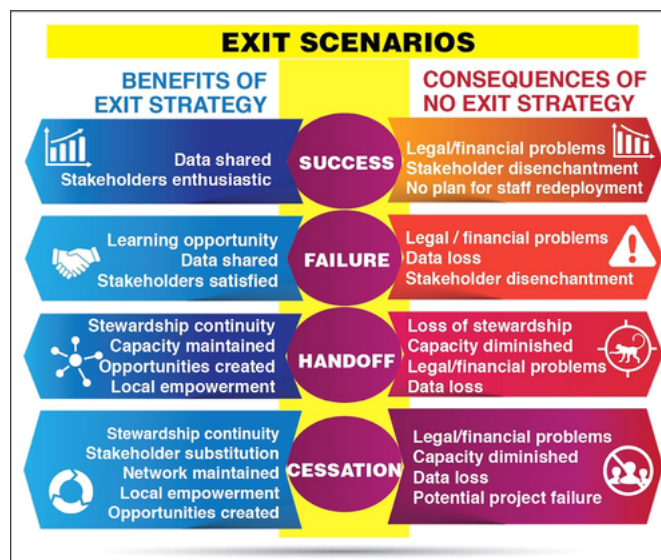


Figure 1. Benefits of exit strategy
(Source: Ruiz-Miranda et al., 2020)

Exit strategies may indicate that the project has been terminated but may also signal success, or that project leadership has transitioned to another, more appropriate entity. A good exit strategy should address, among other, financial and legal liabilities, publication of results, and ownership of data. A comprehensive and thoughtful strategy can minimize possible negative

consequences to the project. Unless the 'exit' is done in an inclusive and contextually specific way, it will never be nationally and/or locally owned.

Box 1. Three measures to gauge the success of an Exit Strategy

1. If the program impact has been sustained, expanded, or improved after program end.
2. If the relevant activities are continued in the same or modified format; and
3. If the systems developed continue to function effectively.

2.2 Application to Tiger Project Context

Recent research¹ have shown that despite growing awareness of their importance in business, exit strategies are not well established in wildlife conservation programs. Given the nature of any wildlife conservation work, where the output may not be materialized in relatively shorter period, the importance of sustainability strategy is even becoming more crucial.

One way to start thinking about exit strategy is to define the asset or capital for sustainability of this project's interest as represented in the project's objective, namely, to enhance biodiversity in the priority landscape. Below is, in a nutshell, the timeline of project's exit execution:

1. **Define** → defining the asset or capital for sustainability of this project's interest as represented in the project's objective, namely, to enhance biodiversity in the priority landscape. During the development of the project document, this has been done through a stakeholder analysis or stakeholder engagement plan. Some of the key institution/organizations are:
 - a. Ministry of Environment and Forestry – conservation authority – National Implementing Partner – head office in Jakarta
 - b. National Park Authority
 - c. Local government
 - d. CSO – with interest in conservation and working in national park area
2. **Design** → set activities according to objectives, and indicators that will track progress towards sustainability. The design basically refers to the Strategic Results Framework (SRF) of the project, which then pull together into an initial sustainability plan and a tentative exit strategy.
3. **Implement** → project activities being implemented at national, regional and local level according to the SRF and Annual Work Plan – with sustainability aspect being integrated/embedded within those activities.
4. **Monitor/analyse/adapt** → PIR, QMR, PAR & national monitoring mechanism by BAPPENAS
5. **Share lessons** – Project Board Meeting (PBM); consultant's reports; knowledge products (disseminated and discussed)
6. **Exit Responsibly** → when the project timeline has ended, and sustainability is in place or a working progress.

¹ Ruiz-Miranda et al. 2020 (see bibliography)

Box 2. Range of issues to be addressed within an exit strategy:

- What sustainability factors need to be addressed.
- The objectives that specifically contribute towards achieving this.
- Indicators for monitoring progress.
- An indicative time scale of when exit will happen.
- The type of exit (see section 6).
- Who will continue activities.
- The criteria that will need to have been met to allow you to exit.
- Include evidence that the exit strategy has been developed in consultation, and shared, with key partners

Source: Planning for sustainability and responsible exit

When refer to the three basic approaches to exit strategy as mentioned in section 2.1 above, the Sumatran Tiger Project context apply combination of 'phasing down' and 'phasing over'. With the external support from GEF, project was designed to transfer the full ownership of project's activities gradually to the Ministry of Environment and Forestry (MoEF), more specifically the Directorate General of Natural Resources and Ecosystem Conservation (*Konservasi Sumber Daya Alam dan Ekosistem/KSDAE*). Project exit and sustainability strategy has been initially planned within the **Project Document as Annex 5** (attached to this report as well), which has included detail on the timeline of the phasing process. Below is the brief update as it has implemented and materialized in general.

Phasing down:

This has been translated by the project throughout various project activities, which can be roughly framed, *inter alia*, into:

- partnership with local organizations, ensuring that the longer-term contribution/commitment of NGOs to the project's interest are gradually integrated and synergized within the regional/national document with certain level of legal certainty overtime
- stronger partnership and capacity building at national park level

Phasing Over

- critical project activities have been mainstreamed within the MoEF system related wildlife conservation and protected area management throughout project implementation. Therefore, upon the withdrawal of the external funding from the project, the core project activities will be sustained.
- The project places great emphasis on strengthening partner capacity, particularly the National Park institutions, through developing accredited and high-quality training syllabuses and modules, training KSDAE Master Trainers, and training the different levels of national park staff.
- This is intended to ensure that operations in priority Sumatran landscapes continue at a higher level of effectiveness after the project and that KSDAE has the materials to maintain this level through ongoing capacity building. The CSOs will continue to work collaboratively with KSDAE and the national park institutions after the project to achieve greater cumulative impacts.

At the time of writing this report (September-October 2021), the project is on the phasing over stage, with most planned activities have been implemented or in the very final stage of its reporting process. The subsequent section (Part 3) will further discuss what have been planned, what has been done, and what could be done for each of the project component and the expected outcomes respectively.

III. Unpacking Project’s Exit and Pathways to Sustainability

3.1 In a nutshell: pathways to enhancing biodiversity conservation sustainably

In the context of the Sumatran Tiger Project, the application of exit strategy has been well-placed and integrated into the whole project’s cycle, namely: planning, implementation, monitoring and evaluation. All the planned activities as summarized within the SRF basically encompassed the exit’s and/or sustainability’s node or connection to that. The project’s outputs, therefore, are to some extent the pathways to exit and sustainability by itself. On that note, for the Sumatran Tiger project, in practice the exit strategy has been implemented throughout the project’s course – without necessarily being understood by the stakeholders as a separate strategy. Hence, the level of project’s expected output and outcome will also define the exit and sustainability level of that specific output respectively.

Under the GEF project scheme and NIM arrangement, the MoEF and its regional offices along with its resource in Sumatra has become the key to the sustainability pathways of this project’s outcome. In short word, the core of exit and sustainability pathways for this project lies in the: **increasing capacity** (i.e., of national and local stakeholders) and **enhancing partnerships**. Finally, the resulting ownership of the project throughout this pathway is of the utmost importance.

The three most significant indicators used to track the exit and sustainability progress of the project in terms of capacities are:

1. Capacity development scorecard
2. Management Effectiveness Tracking Tool (METT)
3. Financial sustainability scorecard

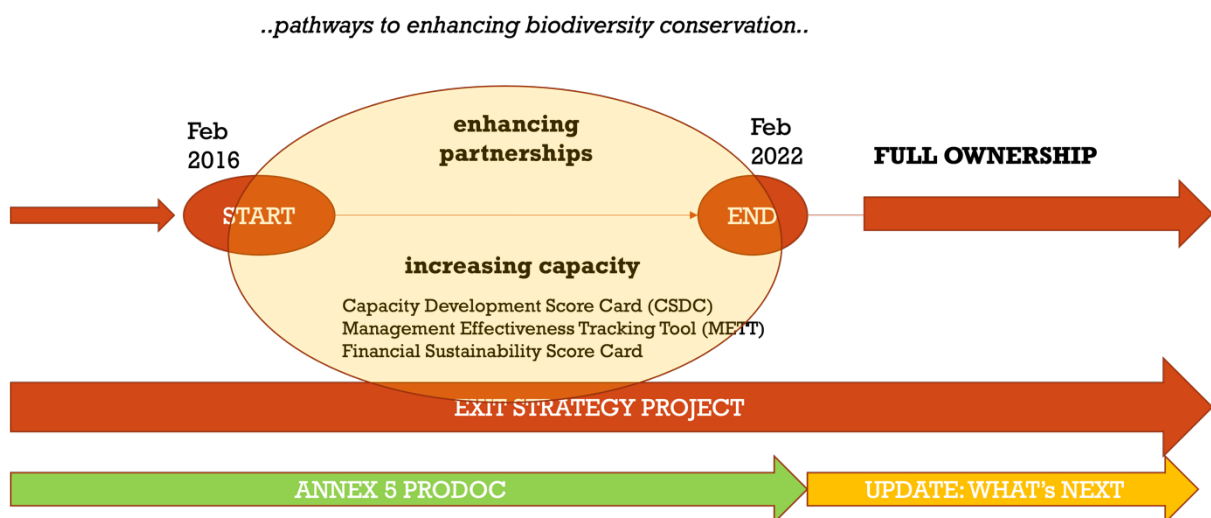


Figure 2. Depiction of project’s exit pathway

Figure 2 above depicted the pathway for project’s exit since its commencement. The ownership of the project has been built since the planning process up to the end of project, as

guided by Annex 5 of the Project Document. The update on 'what to do next' is covered in this report and in the national park-based individual exit strategies.

Based on the initial project's exit strategy, the measurable exit milestones to track the sustainability progress are summarized in the Table 2. This becomes one basis to propose priorities activities that should be further continued after project's exit to hopefully sustain project's impact, along with other inputs as informed during the exit strategy workshop.

During project implementation, the MoEF as the national project's owner and the authorized institution nationally for conservation work has shown strong ownership and increased capacities to effectively managed protected area, at different level. This is one asset critically needed for a smooth phasing over stage.

Additionally, most of the core project activities were initially designed to strengthen **the existing core activities of national park**. Other closely involved NGOs and local CSOs also have previous and/or existing activities and engagement with the national parks which are closely related to the project's core activities. Therefore, after the withdrawal of GEF Funding, these respective activities will be continued with their own internal and external resources.

Table 2. Update on the Exit Milestones

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Activities to Achieve Exit Milestones	Activities Identified in the Project Document	Status Update*
<p>1. All 5 NPs achieve target CD Scorecard targets</p>	<p>Y1: identification of skill gaps and management training needs Y2: training of key NP personnel trained using accredited thematic skill training modules; Available equipment and needs for RBM reviewed and required equipment provided to NPs. Y3: Midterm assessment of CD scorecards indicates at least 40% progress towards end of project targets over baseline. Y4: Available equipment and needs for RBM reviewed again and recommendations made to KSDAE to supply/upgrade essential equipment Y5: End of project assessment of CD scorecards</p>	<p>Activities under Output 1.1 (SRF and Section III Project Document)</p>	<p>All milestones have been undertaken led by the National Park Authorities under coordination and supervision from DG KSDAE, MoEF, and under collaboration with international NGOs, national and local CSO, and independent experts/consultants</p>
<p>2. All 5 NPs achieve target METT targets</p>	<p>Y1: identification of skill gaps and management training needs competency standards Y1: development of METT toolkit tailored for Indonesia's PA system; review and revision of 10-year mgt plans for 5 target PAs Y2: development of high quality annual workplans developed Y3: Mid-term METT assessment for 5 target NPs indicates 50% progress towards targets Y4: High quality annual workplans developed that support performance-based incentives Y5: See inset table in RRF for end of project METT Target scores for 5 target NPs; METT introduced as routine monitoring system for national PA system.</p>	<p>Activities under Output 1.1, 1.2 and 1.4 (SRF and Section III Project Document)</p>	<p>All milestones have been undertaken led by the National Park Authorities under coordination and supervision from DG KSDAE, MoEF, and under collaboration with international NGOs, national and local CSO, and independent experts/consultants</p>
<p>3. Multi-agency Landscape Partnerships established, fully operational and funded</p>	<p>Y1: Law enforcement capacity and needs reviewed and recommendations lead to action plan being develop for Sumatra</p>	<p>Some activities under Output 2.1 and 2.4 (SRF and</p>	<p>All milestones have been undertaken under collaboration between National Park Authorities ,</p>

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Activities to Achieve Exit Milestones	Activities Identified in the Project Document	Status Update*
	<p>Y2: Develop and operationalise 2 multi-agency partnerships; develop training modules; Establish 1 Elite Wildlife Crime Investigation Group per Sumatran region and provide training to PPNS, Expert Witnesses, Prosecutors, Judges and journalists.</p> <p>Y2: One Conflict Mitigation Coordination Team established in each of the 4 NP landscapes, SOP developed and supervision provided</p> <p>Y3-5: Provide support to 3 regional inter-agency partnerships.</p>	Section III Project Document)	BKSDA, Police, local government agencies, FFI, WCS, ZSL
4. Financial Scorecard target achieved for Sumatra NP subsystem	<p>Y2: Review of existing laws, regulations and policies completed including recommendations to enable revenue flow to PAs from non-governmental sources;</p> <p>Y3: Mid-term assessment of financial scorecard shows 40% progress towards targets</p> <p>Y4: Removal of barriers to sustainable financing of the PA system as far as possible through project support to legislation revisions.</p> <p>Y5: Financial scorecard assessment - see inset table in RRF for end of project target scores on financial sustainability</p>	Activities under Output 3.1, and 3.3 (SRF and Section III Project Document)	<p>All milestones have been conducted accordingly led by the National Planning Agency (BAPPENAS), under coordination with DG KSDAE, MoEF</p> <p>However some of the expected output have not been fully materialized as planned within SRF.</p>

*see also Table 3, 4 and 5 for more detail status of the respective indicators

3.2 The Umbrella Indicator: Tiger Density

As described earlier, this project aimed to strengthen the conservation of biodiversity through the implementation of best management practices in protected areas and production forests using the Sumatran tiger recovery as an indicator of success. Therefore, **tiger density** – estimated as individual/100 km² – is used as an umbrella project's indicator

At the time of writing this report, the latest overall estimated figure shown to fall below the EOP target, and it shows a decreasing trend as compared to the figure reported in the earlier period. Figures are varied between sites. However, the EOP target for each site are all achieved within the confidence interval of the estimation - which indicates high population dynamics yet a stable population

While the tiger density figure estimated based on data collected during certain observation period may serve as a proxy to project success, that one figure doesn't necessarily represent the whole 'sustainability picture' of project's outcome – in this case in terms of increasing management effectiveness of protected area for biodiversity conservation. Rather than focusing merely on the tiger density estimated figure at one point of time, several tiger experts have highlighted the importance of understanding the population dynamics over time and the underlying interrelated factors – from ecological to social-economic factors.

For Indonesia context, recent study² have shown similar findings, where lack of wild prey, unprotected livestock, deforestation, habitat fragmentation, and human settlement's proximity has negatively affected tiger density. This project, through various actions and approach under component 1 and 2, has addressed and intervened the aforementioned factors during its implementation. This means, from the time of designing the project, up to the final year of project implementation, this project remains highly relevant to both, the state of the art of tiger conservation scientific foundation and the actual challenges faces on the ground. Other project indicators in component 1 and 2 have been factored in when designing key actions aiming at the tiger density.

Below is further detail on pathways to sustainability for each expected outcome, in accordance with outcomes and indicators as stated within project's SRF, which also act as the sustainability pathways of the project. The achievement level of the end-of-project (EoP) target to certain extent also provide indication to its sustainability level and readiness for the exit phase. Hence, the subsequent section provides update on the EoP achievement level under each outcome.

3.3 Outcome 1. Improved Management Effectiveness

Capacity building activities under Component 1 has been designed specifically with aim not only to strengthen the management of the selected national parks, but also will contribute directly towards strengthening the entire national PA system through uptake by the MoEF. This is done through demonstrating systemic improvement, achieved through some of the key project activities, namely: SMART-based patrolling application to support Resort-Based Management (RBM) approach of the MoEF, biodiversity monitoring, and PA management effectiveness tracking – all of these are enabled through central training programmes.

² Lubis, M.I., Pusparini, W., Prabowo, S.A., Marthy, W., Tarmizi., Andayani, N. and Linkie, M. (2020), Unraveling the complexity of human-tiger conflicts in the Leuser Ecosystem, Sumatra. *Anim Conserv*, 23: 741-749.

Table 5 below presents the summary of the outputs and indicators of Component 1 based on the Strategic Results Framework (SRF). It should be noted that not all outputs are necessarily directly related or manifested into the respective indicators (of the same numbering system). For example, Output 1.2 read as “Enhanced Management Plan”, whilst the corresponding Indicator 1.2 is “SMART-RBM Threat Encounter Report”. Meanwhile, Output 1.5 read as “Updated National Tiger Recovery Plan (NTRP) with Indicator 1.5 is the “METT score”. Whilst the outputs and indicators are all relevant and interconnected, the connectedness is not directly on a number-by-number basis.

In general, all outputs under component 1 have been well delivered with different progress and success level in each site, as shown in the reported indicators figure. Some underachieved indicators remain on the right track to making further progress and expected to achieve the EOP target. Nonetheless, beyond just the numbered figures, project has made strong technical and non-technical investment to progress with increasing effectiveness of PA management through activities under this component.

Table 3. Status of sustainability progress for Outcome 1

Output (s)	Indicator (s)	EoP Status & Major Achievement		Exit/ Sustainability Strategy	
		As per Sept 2021	Major achievement	Approach	In charge
1.1 Provide training and technical assistance to facilitate the institutional strengthening process	1.1. Capacity Development Score Improved institutional capacity of the 5 target protected area authorities for management as indicated by the Capacity Development Scorecard	EOP Target Indicator Partially Completed The overall CDSC's progress is on track, with progress towards the end project target level at 95.1% overall in all targeted sites. (Note: One site has exceeded the target - here calculated as 100% achieved)	All National Parks (NP) have shown some progress as compared to the baseline, however, only one NP which has achieved the EOP target for CDSC, namely Berbak Sembilang National Park. All the other three have shown progress of different level.	Phase over	- National Park Authority - DG KSDAE, MoEF - Conservation partners
1.2 Enhanced national park management plans and annual work plans	1.2. SMART-RBM Threat Encounter Reports. Reduction of tiger-related threats by >10% in each of the 5 target PAs indicated by a reduction in the number of illegal activities as shown in SMART-RBM monthly patrolling reports*, and construction of tiger sanctuary in priority area is started.	EOP Target Indicator Fully Completed	Progress towards the end project target level at 100% overall in all targeted sites. The tiger-related threats have been overall reduced by an estimated of 72.2% in the 5 targeted regions (of four administered National Parks) indicated by a reduction in the number of illegal activities. Gunung Leuser, Kerinci Seblat and Bukit Barisan Selatan NPs have shown reduction in threat and has achieved (surpassed) the EOP target. Berbak Sembilang has yet to achieve the reduction target as expected by EOP, however by a relatively low gap.	Phase over	- National Park Authority - DG KSDAE, MoEF - Conservation partners
1.3 Adaptive management law enforcement tools	1.3. Law Enforcement Patrol Effort	EOP Target Indicator Partially Completed	Three National Parks have fully exceeded the EOP target for km walking patrol, namely Gunung Leuser, Kerinci Seblat, and Bukit	Phase over	- National Park Authority - DG KSDAE, MoEF - Conservation partners

and standards, such as SMART, are implemented in priority RBMs in target landscapes	Increase in law enforcement patrol effort (km walked per year) by >10% in each of the 5 target PAs as shown in SMART-RBM monthly patrolling reports	On track, with progress towards the end project target level at 84% (overall in five regions of four administered National Parks).	Barisan Selatan, which have shown increase by 417%, 42% and 235% from the baseline, respectively.		
1.4 Management effectiveness increase annually tracked through training results and METT assessments	1.4. Forest Degradation Rates Forest degradation* rates in core areas in 5 target protected areas reduced to <1% by end of project [EOP Target Indicator Fully Completed	All targeted National Parks have achieved <1% forest degradation rate. The latest figures of forest degradation rate are: 1. Gunung Leuser NP: 0.01% 2. Kerinci Seblat NP: 0.008% 3. Berbak Sembilang NP (Berkak Region:0.21% - Sembilang Region: 0.30%) 4. Bukit Barisan Selatan NP: 0.01% In addition to this encouraging indication in general, project has learned that there has been variance intra and/or inter sites with regard to progress with deforestation status.	Phase over	- National Park Authority - DG KSDAE, MoEF - Conservation partners
1.5 Updated version of the National Tiger Recovery Plan and Sumatran Tiger Strategy and Action Plan developed and adopted	1.5. Management Effectiveness (METT Score) Improved management effectiveness of 5 target protected areas	EOP Target Indicator Partially Completed This progress indicator is considered on track, with 98.4% target has been overall achieved. As per latest available data, the METT Score in the five targeted regions (of four administered National Parks) have overall increased by 24.8%).	Three of the four NPs , namely Berbak Sembilang, Kerinci Seblat and Bukit Barisan Selatan, have already achieved their EOP targets. METT assessment score is increasing in Bukit Barisan National Park and Berbak landscapes, exceeding their EOP target. With the management and action plan is finalized/underway for Gunung Leuser National Park, it	Phase over	- National Park Authority - DG KSDAE, MoEF - Conservation partners

			is anticipated that increase should have been made to the earlier METT score.		
--	--	--	---	--	--

3.3 Outcome 2: Increased coordination between key stakeholders

In general, the stakeholder engagement plan has been well materialized and incorporated throughout various project activities in different landscapes as well as nationally, particularly through activities under component 2, which specifically aims at building intersectoral coordination systems. The successful engagement is indicated through the full achievement of the target indicator under component 2 -- which showcases yet again that improved engagement and coordination has contributed to progressing with effort to combat illegal activities to support conservation efforts.

Project's success in materializing the engagement plan has strongly contributed to one aspect of the exit strategy. The core project partnership (MoEF – including the National Park Authorities, FFI, WCS FHK, National Parks, wildlife enforcement agencies) will continue engagement after project completion in the demonstration landscapes. The respective NGOs are working under MoU and collaboration with the NPs authority – regardless the presence of the Tiger Project. Exit from the project means raising the capacity of DG KSDAE, National Park management agencies, BKSDA units; formalizing landscape level partnerships including the CSO partners; and putting in place operational protocols.

Together with other aspects that have been delivered by the project (such as internalization of the standardized protocol for SMART Patrol, establishment of Long-Term Management Plan of National Parks, increased capacity of NP's staff etc), the partnership resulting from realizing the stakeholder engagement plan will strengthen the commitment of all stakeholders to continue efforts not only for tiger conservation, but also for habitat protection and the livelihood of the surrounding community.

Table 4. Status of sustainability progress for Outcome 2

Output (s)	Indicator (s)	EoP Status & Major Achievement		Exit/ Sustainability Strategy	
		as per Sept 2021	Major achievement	Approach	In charge
2.1 Landscape-level and inter-landscape partnerships developed and operationalized between relevant agencies concerned with illegal wildlife trade.	2.1. Number of Wildlife Crime Cases Submitted for Prosecution Number of wildlife crime cases submitted for prosecution from operations conducted at island level as a result of intersectoral collaboration increases by >25%:	EOP Target Indicator Fully Completed	The total number of wildlife crime cases submitted for Prosecution (island-wide total) in 2021 is 22 cases submitted. This is more than two-fold of the number set as the EOP target (9 cases).	Phase over	<ul style="list-style-type: none"> - National Park Authorities in coordination with: - DG KSDAE, DG Law Enforcement on Forest & Environment, BKSDA, Provincial and District Authorities, Regional and local Police Authority, Prosecutor Office, Justice Court - NGO, CSO and other Conservation partners - Community/Village-based organization
2.2. Innovative forest and wildlife management interventions in target landscapes documented and reviewed for replication and upscaling.	2.2. Number of Agency Staff participating in Pilot Projects At least 25 staff of the Ministry of Environment and Forestry, Provincial/District level authorities and/or regional development planning authorities (e.g. Bappeda and Public Works Agency) participate in the process of piloting five innovative forest/biodiversity projects.	EOP Target Indicator Fully Completed	The total number of agency staff facilitated and participated in the innovative projects in this reporting period, 580 staff, have significantly surpassed the EOP Target (25 staff), and increased by more than four fold from the earlier reporting period (128 staff).	Phase over	<ul style="list-style-type: none"> - National Park Authority - DG KSDAE of MoEF - BKSDA - Regional Authorities
2.3. Management decision-making informed through wildlife and forest	2.3. Tiger, Prey and Forest Habitat Monitoring System Standardised tiger, prey and forest habitat monitoring	EOP Target Indicator Fully Completed	Project supported Ministry of Environment and Forestry (DG KSDAE) in providing standardised tiger, prey and forest habitat through Decree of DG KSDAE No	Phase over	<ul style="list-style-type: none"> - National Park Authorities in coordination with: - DG KSDAE, DG Law Enforcement on Forest &

<p>monitoring using a standardised scientific survey protocol.</p>	<p>system developed and operationalized for 5 target protected areas and their surrounding landscapes.</p>		<p>P.11/KSDAE/Set/Kum.1/11/2017 in 2017.</p> <p>Two monitoring standards have been set: 1) using camera trap to monitor tiger density and individual tiger population; and 2) using satellite imagery analysis to monitor forest cover and forest degradation. Output 2.3 therefore is key to informing outputs under Component 1 and the tiger density figure as the umbrella indicator for this project.</p>		<p>Environment, BKSDA, Provincial and District Authorities, - NGO, CSO and other Conservation partners</p>
<p>2.4 Human-tiger conflicts effectively managed in 5 target landscapes.</p>	<p>2.4. Human-Tiger Conflict Report Assessments / Responses >95% of human-tiger conflict reports are correctly assessed and/or responded in accordance with KSDAE mitigation protocol P48, by Project Year 3</p>	<p>EOP Target Indicator Fully Completed</p>	<p>All human-tiger conflict incidents in all project landscapes and surrounding areas were responded properly to meet P.48 protocol. Based on data reported from sites, all human and wildlife conflicts have been responded properly.</p> <p>Whilst increasing Human Tiger Conflict (HTC) incidents in tiger landscapes in Sumatra has been recorded in the past three years, the number of casualties in project landscape has been very limited due to a better and proper human and wildlife conflict handling.</p>	<p>Phase over</p>	<ul style="list-style-type: none"> - National Park Authorities in coordination with: - DG KSDAE, DG Law Enforcement on Forest & Environment, BKSDA, Provincial and District Authorities, Regional and local Police Authority, Prosecutor Office, Justice Court - NGO, CSO and other Conservation partners - Community/Village-based organization

3.4 Outcome 3: New sustainable financing mechanisms

Project Document defines that under the third component, financial plans will be developed for the five targeted national parks, and new sustainable financing mechanisms will be demonstrated and shared to meet long-term management needs both inside and outside protected areas through developing and implementing sustainable financing plans for selected production areas. This component will also enable national PA system uptake of sustainable financing mechanisms through developing and operationalizing a national institutional framework and removal of policy and regulatory barriers.

Table 5. Status of sustainability progress for Outcome 3

Output (s)	Indicator (s)	EoP Status & Major Achievement		Exit/ Sustainability Strategy	
		as per Sept 2021	Major achievement	Approach	In charge
3.1 Financial sustainability analysis conducted to improve cost-effectiveness, disbursement mechanisms and budget resources for UPT	3.1. Financing Plans Five new financing plans in place for selected target PAs by the project end and budgets increased by 10%.	EOP Target Indicator Fully Completed Financing plans has been developed target PAs and budgets has increased by 10%.	1) Financing plans for all targeted national parks had been finalized; 2) The target of increasing the budget by 10% at the targeted national parks has been realized. 3) The budget for the five national parks increased by 38% (without partners) and 55.6% (with partners) in 2020 compared to 2015.	Phase over	National Park Authority, DG KSDAE, MoEF BAPPENAS, Ministry of Finance
3.2 Sustainable financing plans developed and implemented for selected production areas through business and biodiversity mechanisms	3.2. Sustainable Financing Plans for Production Areas involving PPPs Two sustainable financing plans produced for production area/s through business and biodiversity mechanisms (PES, private sector endowment and corporate social responsibility schemes and biodiversity offsetting) involving public-private partnerships (PPPs).	EOP Target Indicator Partially Completed	Two Sustainable Financing Plans for Production Areas involving PPPs currently still under development, led by BAPPENAS	Phase over	National Park Authority, DG KSDAE, MoEF BAPPENAS
3.3 Institutional framework at national level adopted to support sustainable financing scheme implementation	3.3. Financial Sustainability Scorecard Increase by >25% for each of the three component scores in the Financial Sustainability Scorecard for the sub-system of Sumatra's protected areas*:	EOP Target Indicator Fully Completed		Phase over	National Park Authority, DG KSDAE, MoEF BAPPENAS

IV. Priority Actions for a Sustainable Project Exit

In order for project to exit efficiently, at this stage project must decide on *which outcomes and activities which needs to be sustained and/or continued*. The overarching expected outcome is increased management effectiveness of Protected Area. The exit strategy workshop led by Directorate KKH of MoEF (as the owner of this project) with contribution from all key stakeholders at local and national level, has been very helpful in identifying the key actions, main contributions and legacy of this project.

Selected activities have been considered mainly based on, amongst other: 1) relevance to national and local priorities (particularly for the national park); and 2) significance in terms of their impact to biodiversity conservation effort in Sumatra. On that note, it is also important to remember that the project is expected to become a model of effective biodiversity conservation in several priority landscapes in Sumatra which can be scaled up to other protected areas on the Island and beyond.

In an overlapping and interconnected manner, the three project's component basically reflects the three general dimensions of project's sustainability, namely:

- institutional sustainability (component 1)
- socio-ecological sustainability (component 2)
- financial sustainability (component 3)

4.1 Institutional Sustainability

In terms of institutional sustainability, this project has been designed to be in line and blended with the priorities and routine activities of Ministry of Forestry, in this case particularly the National Park Authorities. Therefore, the withdrawal of project's support will at first means that the NP will resume the full responsibility of activities previously supported by the project under coordination and leadership of the NP authority. Additionally, various regulations, planning-related documents, collaboration and coordination agreements – these are all contributed to the institutional dimension of project's sustainability.

There has been recent structural change within DG KSDAE in 2021, which place even stronger importance and highlight in conservation area management. Th new structure aims at debureaucratization of some management process within the DG – hence, a more efficient and effective management of protected area.

One encouraging example of how this project's outcome has been institutionalized and sustained is related to the SMART-based data and information system established with the support from this project, namely UDIK and SIBELANG, has been used as a model and has been replicated in another PA management unit. As reported³, given to the reliability of UDIK, several UPTs of the Directorate General of KSDAE are interested in adopting or duplicating the information system. By 2021, the Directorate General of KSDAE has carried out a trial of the development of the management information system to other 14 UPTs as pilot project locations. This pilot will help strengthen existing systems and develop new systems tailored to the management needs of individual protected areas. UDIK and SIBELANG data and

³ Official webpage of the Director General of DG KSDAE: <https://iw-center.com/top-leader-dan-transformasi-digital-ditjen-ksdae/> (accessed: 8 November 2021)

information system, which were built locally in Gunung Leuser and Berbak Sembilang NP respectively, have been well connected and integrated to the national SMART-based data based managed by DG KSDAE called SIDAK (*Sistem Informasi Data Konservasi*), which is continuously developed and enhanced to feed into even a larger area-based information system – the Situation Room.

The locally established area information system as supported by this project therefore significantly contribute to collection of regional data and information summarized in a real, complete, accountable and up-to-date regional typology, which can be used to support decision-making related to area management.

4.2 Socio-Ecological Sustainability

In terms of socio-ecological sustainability, key activities to be sustained are SMART-based patrol, habitat monitoring and coordination for IWT activities, inter alia through the operationalization of local task force. The expectation is for a protected habitat, co-existence of wildlife, and secure welfare of the community with reduced risk of human-wildlife conflict – and possible potential alternative income through collaboration with national parks. As the sustainability dimensions are strongly interconnected, the manifestation of socio-ecological sustainability is characterized simultaneously by the institutional and financial sustainability dimensions of this project.

The workshop discussed that some of the key activities to be sustained after project's exit include:

1. SMART-RBM Patrol,
2. habitat & population monitoring,
3. trainings of National Park Staff on different aspects of protected area management,
4. development and maintenance of database and information system
5. analysis of SMART Patrol data to assist management decision making of PA
6. maintaining coordination and collaboration with local stakeholders to secure additional funding and other resource to support PA's activities
7. ensuring synergism and alignment of different management plan, namely between NP's RPJP, RPJPn, and partner's RKT

The measurable exit milestones to track the sustainability progress as presented in the Table 2 becomes one of the basis to propose priorities activities to be further continued or sustained after project's exit as summarized in Table 6.

Whilst this report provided a more general exit plan, a more detail actions for exit strategy has been prepared by each of the national parks through an inclusive process, led by the National Parks Authority and facilitated by the Project Implementation Unit (PIU) in the respective sites. Those exit strategies are designed as living document, as it will be updated from time to time to accommodate unforeseen changes, for example when new resources become available or absence from the sites. Nevertheless, these documents remain the main guidance and reference to ensure the sustainability of project's impact.

Table 6. Summary of recommended key sustainability actions

Outcome	Indicators for Sustainability	Priority Activities (proposed)	Suggested Timeline	Justifications	Responsibilities
Improved management effectiveness in five target protected areas	<ul style="list-style-type: none"> - METT Score - RBM - Implementation of the improved long-term management plan (RPJP) and short-term management plan (RPJPN) - Reduced deforestation rate 	<ol style="list-style-type: none"> 1. Updating Assessment of CDSC periodically in all NPs 2. Updating METT Assessment periodically for all NPs 3. Maintaining, updating and managing resulting patrol data, including the walking patrol data 4. Monitoring & Evaluation of long-term and short-term management plan has been implemented 5. Continuing to integrate SMART data from NP-based system (i.e: UDIK & SIBELANG) into a national system (i.e SIDAK/Sistem Informasi Pendataan Konservasi & Situation 	<ul style="list-style-type: none"> • Activity 1 – 3: as soon as possible, preferably before project officially ended. After project exit to be conducted periodically. METT assessment to be conducted at least every two years by DG KSDAE (already routine programme of Directorate of Conservation Area), or it can be organized independently by NP’s authority • Activity 4: before project exit by end of 2021/early 2022. After project exit: first half of 2022, and every other 6 months for RPJPN, and annually for RPJP • Activity 5 – already started and to be further continued. The evaluation of this activity can be done simultaneously with activity 4. 	<ul style="list-style-type: none"> - Training curriculum has been internalized and institutionalized within MoEF – therefore can be efficiently used and ‘tagged’ as a reference - Training on different aspects of PA management should be continued at different level: national, regional, local with different aspects (this has been mapped for each NPs in their individual exit strategy plan) - Working group on SMART-RBM has been established within DG KSDAE under Decree of DG 	<p>National Park Authority, under coordination and supervision from DG KSDAE, MoEF</p> <p>Working Group on SMART-RBM</p> <p>MoEF Education and Training Center</p>

		Room and continue promoting this as a model for replication		in 2019. This working group is responsible to ensure SMART-RBM data flow and integration from NP to national level through a SMART Dashboard and SIDAK.	
Increased coordination between key stakeholders operating in the target landscapes, resulting in an integrated, more cost-effective approach to biodiversity conservation	<ul style="list-style-type: none"> - Number of wildlife crime cases prosecuted - Standardized Tiger, Prey and Forest Habitat Monitoring System operationalized - Reduced Human Tiger Conflicts 	<ol style="list-style-type: none"> 1. SMART-based patrol & monitoring 2. Routine coordination of the IWT Task force 3. SMART-Patrol database for all national parks to be continued integrated through the SMART Dashboard as led by MoEF 4. Monitor the HTC adaptation/mitigation activities as conducted by communities and provide support as needed (i.e: the tiger proof enclosure) 	<ul style="list-style-type: none"> • Activity 1 – 3: already started and to be further continued according to the mutually agreed patrol schedule (i.e: between NPs & other conservation partners). This includes schedule for patrol evaluation and data analysis. The specific patrol schedule will refer to the exit strategy of each national park and their respective annual work plan • Activity 4: quarterly after project exit, and can be carried out simultaneously with other NP's activities for efficiency 	- These key project interventions for Outcome 2 have indicated to be effective in reducing HWC, and therefore these needs to be continued and strengthened	National Park Authority, with monitoring and supervision from DG KSDAE, MoEF
New sustainable financing mechanisms	- Sustainable financial plans for national parks	1. Updating any collaboration agreement and	<ul style="list-style-type: none"> • as soon as possible, preferably before project officially ended. After project exit to be conducted 	All targeted national parks have had collaborations with local/international	National Park Authority, DG KSDAE, MoEF

<p>to meet long-term management expenditure needs for protected areas in priority landscapes</p>	<p>- Alternative financing plans to support National Parks (aside from government budget)</p>	<p>commitment which are soon to be expired, and revisiting all others existing agreement periodically to ensure conformity with the prevailing policy, regulations, and other local situation</p> <ol style="list-style-type: none"> 2. Explore further engagement with private sector 3. Continue improving the overall management effectiveness to increase METT score – as part of the roadmap for NP’s transformation into BLU 	<p>periodically every semester or annually</p>	<p>conservation partners. This project has successfully facilitated a more transparent and open collaborations – resulting in a more efficient resource allocation for conservation works in. the area.</p> <p>This needs to be continued and enhanced to ensure that resources are available to undertake key activities at local level.</p> <p>Whilst the project has been able to deliver an updated financial/ business plan for each targeted NP, more work and actions need to be done to put this plan into place. This includes stronger engagement with private sectors working in the surrounding area.</p>	<p>BAPPENAS, Ministry of Finance</p>
--	---	--	--	---	--------------------------------------

				At national level, BAPPENAS continues plays a significant role in ensuring that conducive financial mechanism remains in place and further enhanced for conservation's progress.	
--	--	--	--	--	--

4.3 Key Financial Sustainability

In terms of financial sustainability, at national level, one of the breakthrough opportunities for NP management as identified is through the transformation of National Park institution into a Public Service Agency (*Badan Layanan Umum*/BLU)⁴. BLU is an agency within the government formed to provide services to the community in the form of the supply of goods and/or services sold with no priority of seeking profits, and carrying out its activities based on the principles of efficiency and productivity. For NP, BLU status will provide flexibility for an alternative income to sustain its conservation activities.

However, as analyzed in many reviews and studies, establishing BLU for a National Park is a long-term and complicated process (roughly will require more than 3-5 years effort). Additionally, the targeted national parks of this project are not included as recommended priority National Parks (NP) to be transformed into BLU, based on key criteria including METT and potential for non-tax state revenue (*Penerimaan Negara Bukan Pajak*/PNBP). Bromo Tengger Semeru NP in Java Island and Komodo NP in Komodo Island have been recommended as a model for BLU transformation given their readiness and relative much stronger existing 'magnet' for ecotourism. The National Strategic for MoEF and for DG KSDAE has no specific mention on the BLU-related commitment – which shows that this is not a priority of MoEF. However, both national planning document highlighted the importance of NP to enhance their ecotourism potential. Therefore, whilst the BLU transformation might not be realized in a shorter term for the project's NP target, effort can still be made toward this direction. At one point, the business plan which has been developed for each targeted NP can be used as a reference or baseline and/or can be updated whenever the BLU transformation roadmap has reached a more mature stage for the respective NP.

As for shorter period (1-3 years after project exit), state budget and **enhanced partnership** remains the key to financial sustainability for national park. These partnerships, institutionalized through collaboration agreement with various regional government agencies, NGOs, local CSOs, private sector, local communities and universities or research institutions are critical to fill in the gap needed by the national park to function effectively in increasing its management effectiveness through time. This will simultaneously enhance the readiness of the national park (i.e, one of which indicated from METT score) to embark on the longer-term expectation to achieve financial sustainability in a more independent and adaptive way. Ecotourism and community empowerment, for example, can be the exploration area to establish collaboration with different partners. Considering that these two areas have been mentioned within the national planning document as priority/strategic actions, the contribution of various partners in this area can be appreciated in a more meaningful way.

Finally, one important aspect in discussing financial sustainability is to ensure that the key activities are securely budgeted for the coming years after the exit of this project. The long-term (RPJP) and short-term management plan (RPJPN) of the targeted national parks, which has been established in a collaborative, inclusive and transparent process with this project's supports, are therefore critical in this regard. The key activities which were previously partly supported by this project, has been budgeted with other resources under RPJP and in more detail under the RPJPN⁵. As highlighted during the Exit Strategy Workshop, all key stakeholders have stated their commitment in terms of budget and human resources to continue undertaking project's core activities after the project exit.

⁴ See complete report of Outcome 3 on the topic as prepared by BAPPENAS

⁵ See Annex 2, Minutes of Meeting on the Exit Strategy Workshop

4.4 Key Stakeholders

In general, the stakeholder engagement plan (Project Document Part IV: Stakeholder Involvement Plan), has been well materialized and incorporated throughout various project activities in different landscapes as well as nationally, particularly through activities under component 2, which specifically aims at building intersectoral coordination systems. The successful engagement is indicated through the full achievement of the target indicator under component 2 -- which showcases yet again that improved engagement and coordination has contributed to progressing with effort to combat illegal activities to support conservation efforts. Earlier discussion on **section 3.3** of this report has also touch upon this issue.

Table 7. Summary of key stakeholders for a sustainable exit

KEY STAKEHOLDER	ROLE IN PROJECT'S SUSTAINABLE EXIT
NATIONAL LEVEL	
Ministry of Environment and Forestry (MoEF)	<p>As the primary implementer of the project at national level and at landscape level through its subsidiary agencies (National Park and <i>BKSDA</i>), MoEF takes full ownership of project's activity and results, after the project's exit.</p> <p>More specifically, DG KSDAE will ensure, support, and facilitate the continuation of some core activities as listed in Table 6, in the targeted National Parks.</p> <p>MoEF will also ensure and encourage for project's impact and good practice to be replicated and/or upscaled for other unit of protected area management.</p>
National Development Planning Agency (<i>BAPPENAS</i>)	Ensuring that the national planning mechanism will support the implementation of priority conservation actions, more specifically those that has been supported by this project. This includes continuing effort to establish enabling situation to progress with the proposed alternative financing mechanism for conservation.
LANDSCAPE LEVEL	
National Park Agencies	National Park Agencies will be the backbone to implementing the priority actions, including mainly but not limited to those activities listed in Table 6.
Natural Resources Conservation Agencies (<i>BKSDA</i>)	This agency will be a key partner for activities outside NPs, including problem wildlife management and tackling illegal wildlife trade.
Provincial/ District Forestry Agencies (<i>Dishut</i>)	As the local agency with specific roles and responsibilities related to local forestry-related issues, provincial/district forest agencies will play important part in connecting and synergizing national priority and regional interest. This agency will also play important role in continuing provincial level activities related to capacity building and improved wildlife and forest management outside of national parks.
CBOs	CBOs have been involved in landscape interventions, mainly in problem wildlife management and tackling wildlife trade, and in cases receiving project support through technical trainings.
NGOs	Under supervision from MoEF via National Park Agency or Natural Resources Conservation Agencies (<i>BKSDA</i>), NGOs partners will continue enhance the technical expertise of relevant government staffs as relevant, contribute to species data monitoring, knowledge sharing, and other activities as listed in Table 6.

KEY STAKEHOLDER	ROLE IN PROJECT'S SUSTAINABLE EXIT
	NGOs will also support resource mobilization to fill in the gap of resources needed by National Parks to continue implementing the priority conservation activities.
Private sector, incl. agribusiness, pulp/paper, logging companies	<p>Collaboration with private sectors operating surrounding national parks will help to ensure the reduction of environmentally destructive and unsustainable activities, and at the same time providing alternative livelihood for the surrounding community.</p> <p>Private sectors can provide additional supports needed to fill in the gap of resources needed by National Parks to continue and strengthen the implementation of various priority conservation activities efficiently.</p>

It is interesting to observe that the absence of ZSL as the main project partner in Berbak Sembilang Landscape in the final year of project implementation, has been able to trigger even stronger capacity building and ownership of the respective National Park Authority. Although there has been challenges in adjusting and keeping up the pace of implementing the activities in the absence ZSL, the gradual reduction of ZSL's support has somehow forced the National Park's authority to play a bigger role and responsibilities in implementing any unfinished activities, which previously relied heavily on ZSL's support. As testified during the exit strategy workshop, this is owed to the various capacity development activities and knowledge building throughout project implementation, including in undertaking SMART Patrol, which have been invested within the National Park system and resources.

4.5 Project's Legacy and Innovation

As highlighted in many of the project reports and directly confirmed by the beneficiaries during several meetings involving key stakeholders (including during the exit strategy workshop), the Sumatran Tiger Project has, amongst other has at least created two legacies, namely: 1) capacity building of national park staff and 2) improved work culture in national park owing to the enhanced implementation of SMART-RBM patrol, data and information system. Some of the highlighted capacity building which have been materialized includes: a) capacities to conduct METT self-assessment; b) capacities related to SMART-RBM implementation, including to collect, input, manage, and analyze SMART-Patrol Data, c) capacities related some soft skills, including: communication and engagement skills.

During an interview conducted by the author in 2020, the Head of Berbak Sembilang National Park emphasized that SMART-Patrol is much more than just about patrolling for habitat protection and biodiversity data collection. He further highlighted that implementing SMART-RBM Patrol also means changing the overall working culture at the National Park – leading towards a more transparent and accountable kind of working culture. More detail information on project's lessons learned from implementing SMART-RBM Patrol can be found in one of the project's knowledge product⁶.

⁶ Keeping Eyes on Sumatran Tiger, Safeguarding the Ecosystems: Lessons Learned from SMART-RBM Patrol Implementation in Sumatra's Priority Landscapes, 2020.

Whilst this report is not intended to discuss project's innovation in detail, there are at least three project's innovation which have been discussed and appreciated in several discussions and highlighted in some project's reports. These are: 1) Self-Reliance HWC Mitigation Initiative (*Masyarakat Desa Mandiri/MDM*); 2) Tiger Proof Enclosure (TPE) and 3) turning invasive species into useful product.

The Self-Reliance HWC Mitigation Initiative is deemed to be more sustainable as the villages use their own resources (human and financial resources) and - after receiving training from Sumatran Tiger Project - could handle human and wildlife conflicts independently.

This becomes innovative solution compares to other human wildlife conflict solutions for example by forming conflict mitigation teams in provincial and district level where the teams were highly dependent to short term financial, and personnel supports from projects.

Sumatran Tiger Project also introduced anti-tiger enclosure or Tiger Proof Enclosure (TPE) to communities to protect their livestock (cattle, goats, and buffalo) as an effective and sustainable human and wildlife conflict mitigation effort. In addition to TPE, the community also participating in developing conflict mitigation tools which are innovative, inexpensive, and easy to operate.

Project also has been able to support effort in halting deforestation. Mantangan (*Meremia peltata*) species spreads massively in Bukit Barisan Selatan National Park (BBSNP) area. Until 2019, an area of 8,322 ha of BBSNP has been infested by this invasive species with growth reaching 20% annually.

As the expansion of mantangan in BBSNP has proven to be massive, this project supported activities to reduce the expansion of this invasive species. One effort is by processing mantangan for compost fertilizer. Project also supported laboratory testing to make sure the fertilizer product meets the Indonesian National Standard (SNI). Project also facilitated communities especially women groups to produce handicraft from this invasive species. Hence, turning invasive species into alternative income for the villagers – by using scientific based findings.

V. Concluding Remarks

As project is approaching the project closing timeline, the importance of a working exit and sustainable strategy cannot be overemphasized. Throughout project's core activities as designed within the SRF, this project has at the same time building on their sustainability level and readiness to responsibly withdraw the external assistance in accordance with project timeline. The exit milestones were annually tracked through four measurable indicators (CDSC, METT, Multi Agency Partnership, Financial Score Card).

The initial exit strategy developed in 2015, which becomes an integral part of the Project Document (Annex 5), remains relevant and critical to assess the readiness of project's exit. Built on that, this Exit Strategy Report 2021 provides the current status of project's sustainability progress based on the established indicators and on outcome-basis. Additionally, this report also provides recommendation for further priorities action to be conducted by some responsible parties to sustain project's outcome in the near future and for a longer time. A fruitful workshop has been conducted to further identify and map priorities action, success stories and the project's legacy as testified by the project's beneficiaries.

Some of the key actions to ensure sustainable exit to be conducted in each national park are: 1) SMART-RBM Patrol; 2) habitat & population monitoring; 3) trainings of National Park Staff on different aspects of protected area management; 4) development and maintenance of database and information system analysis of SMART Patrol data to assist management decision making of PA; 5) maintaining coordination and collaboration with local stakeholders to secure additional funding and other resource to support PA's activities; and 6) ensuring synergism and alignment of different management plan, namely between NP's RPJP, RPJPN, and partner's RKT

Of the 12 measurable indicators on project outcome, 8 has been fully achieved – with some of them are exceeding the targeted value. At the time of writing this report, the four other indicators – which are yet to be fully achieved – has accomplished in general more than 90% of the end of project target of the respective targeted value/situation.

Similarly, when referring to the exit milestones indicator, although with some delays as compared to the planned timeline (particularly for Component 3), in general project has been able to deliver these exit milestones for project sustainability – with different progress for each indicator and variance between sites.

As with any conservation work, results cannot be observed within only a few years intervention/efforts. It has always been a working progress, built on from one intervention to another intervention – with internal and external support. With all the challenges remains, this project has been able to lay down yet another 'capital' and foundation to progress with enhancing biodiversity conservation. At the same time, it has also become an 'eye opener' to different dimension of understanding approaches to tiger conservation. Ensuring that the priorities actions as proposed here are conducted and monitored therefore will provide one pathway to sustaining the project's outcome after its withdrawal.

VI. BIBLIOGRAPHY

Ash, E., Hallam, C., Chanteap, P., Kaszta, Ż, Macdonald, D.W., Rojanachinda, W., Redford, T., Harihar, A. 2020. Estimating the density of a globally important tiger (*Panthera tigris*) population: Using simulations to evaluate survey design in Eastern Thailand, *Biological Conservation*, 241: 108349

Carter, N.H., López-Bao, J.V., Bruskotter, J.T. *et al.* 2017. A conceptual framework for understanding illegal killing of large carnivores. *Ambio* 46: 251–264.

Risdianto, D., Martyr, D.J.m Nugraha, R.T., Harihar, A., Wibisono, H.T., Haidir, I.A., Macdonald, D.W., D'cruz, N., Linkie, M. 2016. Examining the shifting patterns of poaching from a long-term law enforcement intervention in Sumatra. *Biol. Conserv.*, 204: 306-312.

Linkie, M., Martyr, D.J., Harihar, A., Risdianto, D., Nugraha, R.T., Maryati, Leader-Williams, N. and Wong, W.-M. 2015. Safeguarding Sumatran tigers: evaluating effectiveness of law enforcement patrols and local informant networks. *J Appl Ecol*, 52: 851-860.

Lubis, M.I., Pusparini, W., Prabowo, S.A., Marthy, W., Tarmizi,, Andayani, N. and Linkie, M. 2020. Unraveling the complexity of human–tiger conflicts in the Leuser Ecosystem, Sumatra. *Anim Conserv*, 23: 741-749.

Mondal, P., Nagendra, H. 2011. Trends of Forest Dynamics in Tiger Landscapes Across Asia. *Environmental Management* 48: 781.

Nyhus, P., & Tilson, R. 2004. Characterizing human-tiger conflict in Sumatra, Indonesia: Implications for conservation. *Oryx*, 38(1), 68-74.

Ruiz-Miranda, C.R., Vilchis, L.I., Swaisgood, R.R. 2020. Exit strategies for wildlife conservation: why they are rare and why every institution needs one. *Front Ecol Environ*, 18(4): 203– 210

*Official web-page of the Director General of DG KSDAE: <https://iw-center.com/top-leader-dan-transformasi-digital-ditjen-ksdae/> (accessed: 8 November 2021)

*Other sources: various project's reports (including PIR, PAR, QMR, QA, etc), NGO's reports, consultant's output and personal interview

ANNEXES

Annex 1. Initial Project Exit Strategy from Project Document

SUSTAINABILITY PLAN / PROJECT EXIT STRATEGY TEMPLATE

Project Name:	:	<i>Transforming effectiveness of biodiversity conservation in priority Sumatran landscapes</i>
<hr/>		
Project Time Frame	:	<i>5 Years</i>
<hr/>		
Project's Objective		<i>To contribute to the conservation and sustainable use of globally significant biodiversity in Indonesia</i>
<hr/>		
Parts of the project and outcomes that must be sustained	:	<ol style="list-style-type: none"> <i>1. Outcome 1: Increased effectiveness of key protected area management institutions</i> <i>2. Outcome 2: Intersectoral coordination systems are developed for priority landscapes</i> <i>3. Outcome 3: Sustainable financing for biodiversity management in priority landscapes</i>
<hr/>		
Implementing Partners	:	<i>Ministry of Environment and Forestry (MoEF)/ PHKA, Fauna & Flora International (FFI), Forum HarimauKita (FHK), Wildlife Conservation Society (WCS), Zoological Society of London (ZSL)</i>
<hr/>		
Programme Manager/Officer	:	
<hr/>		

I. Planning for Sustainability (Six key Elements of Planning an Exit Strategy):

Key Questions	Responses	Challenges
I. Plan for Exit from the Earliest Stages of Project Design		
1. How will we “phase-down” our project? Will we “phase out” activities or hand them off to a local actor?	<i>All project activities will be mainstreamed within the MoEF system for wildlife conservation and protected area management. The project places great emphasis on strengthening partner capacity,</i>	<ul style="list-style-type: none"> <i>- Availability of staff for training</i> <i>- Turnover in PA staff</i> <i>- Interest levels of other agencies</i> <i>- See risk log also</i>

Key Questions	Responses	Challenges
	<p>particularly the National Park institutions, through developing accredited and high-quality training syllabuses and modules, training PHKA Master Trainers, and training the different levels of national park staff. This is intended to ensure that operations in priority Sumatran landscapes continue at a higher level of effectiveness after the project and that PHKA has the materials to maintain this level through ongoing capacity building. The CSOs will continue to work collaboratively with PHKA and the national park institutions after the project in order to achieve greater cumulative impacts.</p>	
<p>2. What is the appropriate time line?</p>	<p>All key project outcomes and handover to be completed by the end of the project (5 years)</p>	<ul style="list-style-type: none"> - Any major unforeseen delays during project implementation - Weak partner capacity at project end (for reasons listed in #1) and therefore a poor ability to take over all project activities
<p>3. How will we know we are on track for phase out?</p>	<p>Implementation progress on Annual Work Plans and routine project M&E missions and PMU supervision. Progress towards RRF targets relating to PA capacity development and management effectiveness, landscape management partnership development, and sustainable financing for the selected PA landscapes</p>	<ul style="list-style-type: none"> - Changes in global financial markets and their unpredictability may influence performance of project financial sustainability plans to deliver significant benefits post project.
<p>4. What indicators or benchmarks will we use? How will we monitor them?</p>	<p>See RRF and indicator table. The most significant indicators are:</p> <ol style="list-style-type: none"> 4. Capacity development scorecard 5. METT 6. Financial sustainability scorecard <p>Midterm and end of project assessments will provide benchmarks against target scores (see RRF)</p>	<ul style="list-style-type: none"> - See Risks column in RRF

Key Questions	Responses	Challenges
	<i>Intermediate progress will be assessed through the annual PIR reports and quarterly progress reports on activities</i>	
5. What are the specific action steps to reach the benchmarks?	<p><i>See the Annual Work Plan for activities scheduled for the following outputs (all project outputs include elements of capacity development):</i></p> <p><i>1.1. Management capacity increased in target NPs through training and technical assistance</i></p> <p><i>1.2. Enhanced management and annual work plans developed and adopted for target NPs, and renewed National Tiger Recovery Plan developed</i></p> <p><i>1.3. Adaptive management law enforcement tools and standards, such as SMART, are implemented in priority RBMs in target landscapes.</i></p> <p><i>1.4. Management effectiveness increase annually tracked through training results and METT assessments.</i></p> <p><i>1.5. Updated version of the National Tiger Recovery Plan and Sumatran Tiger Strategy and Action Plan developed and adopted</i></p> <p><i>2.1. Landscape-level and inter-landscape partnerships developed and operationalized between relevant agencies concerned with illegal wildlife trade</i></p>	- See Risks column in RRF

Key Questions	Responses	Challenges
	<p>2.2. Innovative forest and wildlife management interventions in target landscapes documented and reviewed for replication and upscaling,</p> <p>2.3. Management decision-making informed through wildlife and forest monitoring using a standardised scientific survey protocol.</p> <p>2.4 Human-tiger conflicts effectively managed in 5 target landscapes.</p> <p>3.1. Financial sustainability analysis conducted to improve cost-effectiveness, disbursement mechanisms and budget resources for UPT</p> <p>3.2. Sustainable financing plans developed and implemented for selected production areas through business and biodiversity mechanisms</p> <p>3.3 Institutional framework at national level adopted to support sustainable financing scheme implementation</p>	
II. Develop Partnerships and Local Linkages		
6. With what types of organizations should we partner?	See the Stakeholder Involvement Plan. Key project partners are Ministry of Forestry / PHKA-KKH (Biodiversity Conservation), BKSDA units, National Park management agencies, FFI, WCS, ZSL, Forum HarimauKita, wildlife law enforcement agencies, provincial/district government agencies and local communities/local CSOs	See Risks Log. Main concern is that agencies with mandates other than conservation will have limited interest / commitment in participation or ownership over activities. Provincial and local governments may see economic development as a higher priority, due to lack of understanding of the long term benefits of preserving natural capital, ecosystem services and biodiversity
7. What will our partners bring to the partnership? What can we offer?	See Stakeholder Analysis table and Stakeholder Involvement Plan	As above.

Key Questions	Responses	Challenges
8. How will the partnership prepare for exit?	<i>The core project partnership (MoEF/PHKA, FFI, WCS, ZSL, FHK, National Parks, wildlife enforcement agencies) will continue engagement after project completion in the demonstration landscapes. Exit from the project means raising the capacity of PHKA, National Park management agencies, BKSDA units; formalizing landscape level partnerships including the CSO partners; and putting in place operational protocols.</i>	<i>Difficult to predict availability of cofinancing resources for TA following project completion, or status of government financial support.</i>
9. How can the partnership help facilitate a successful exit?	<i>By maintaining close communications, structured M&E for project activities, and continued TA where needed to troubleshoot and to sustain standards.</i>	
III. Build Local Organizational and Human Capacity		
10. What capacities are needed?	<i>Protected area management (wide range of managerial and technical skills including biodiversity and threat monitoring); wildlife law enforcement monitoring; financial management and regulation to enable sustainable financing of the PA system.</i>	
11. What capacities already exist?	<i>See baseline CD scorecards, METT scorecards, financial sustainability scorecard</i>	
12. What indicators will we use to monitor progress in building these capacities?	<i>The same scorecards</i>	
IV. Mobilize Local and External Resources as an Exit Strategy		
13. What inputs will we need to maintain services?	<i>Central government budget for the PA system; other revenue streams to support PA management (eg entrance fees, tourism revenue, PES, etc); government budgets for wildlife enforcement; CSO and donor sources to supplement government budget; private sector may support conservation outside PAs to strengthen buffer zones.</i>	<i>Uncertainty over availability of government financing and cofinancing sources looking ahead 5 years.</i>

Key Questions	Responses	Challenges
14. Who can provide these inputs? To what extent are they available locally? Externally?	<i>Central government; provincial and local government; CSO partners; international donors; private sector. See financial scorecard for analysis re PA management.</i>	<i>Sufficient levels of interest and commitment are generated during project implementation amongst the key stakeholders, and this continues post-project and translates into various kinds of support.</i>
15. Which benefits of the project can be sustained without continued inputs? To what extent can the benefits be sustained without ongoing inputs?	<i>All main project outcomes should be financially sustainable without further UNDP/GEF financial support.</i>	<i>Government budgets to national parks are not reduced.</i>
V. Stagger Phase Out of Various Activities		
16. What are the key elements of the project?	<ol style="list-style-type: none"> <i>1. Outcome 1: Increased effectiveness of key protected area management institutions</i> <i>2. Outcome 2: Intersectoral coordination systems are developed for priority landscapes</i> <i>3. Outcome 3: Sustainable financing for biodiversity management in priority landscapes</i> 	
17. Which elements are dependent on others?	<i>They are all integrated.</i>	
18. What is the graduation and exit plan and timeline for the project components? How will it be implemented? How will it be monitored?	<i>See the annual workplan, and annual targets in the RRF. See the M&E Matrix for monitoring methods.</i>	
VI. Allow Roles and Relationships to Evolve and Continue after Exit		
19. What types of ongoing support would be most useful (e.g. advice, mentoring, TA)	<i>Technical assistance as needed to troubleshoot and address any specific weaknesses</i>	<i>Availability of financing to support continued TA</i>
20. How will such ongoing support be funded when the project finishes?	<i>Central government support from PHKA; cofinanced support from CSO partners; possibly external donors where needs are aligned with National Tiger Recovery Plan priorities.</i>	<i>Uncertainties regarding these sources at this time. However, the sustainable financing and financial planning activities should help secure the necessary resources.</i>

II. Exit Strategy Timeline

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Due Date <i>(dd/mm/yyyy)</i>	Activities to Support Achieving Exit Milestones	Activities Identified in the RRF <i>(YES: ACTIVITY ### / NO)</i>	Who Will Do This?
5. All 5 NPs achieve target CD Scorecard targets	Year 5	Y1: skill gaps and management training needs identified for 5 target NPs based on professional competency standards Y2: Key NP personnel trained using accredited thematic skill training modules; Available equipment and needs for RBM reviewed and required equipment provided to NPs. Y3: Midterm assessment of CD scorecards indicates at least 40% progress towards end of project targets over baseline. Y4: Available equipment and needs for RBM reviewed again and recommendations made to PHKA to supply/upgrade essential equipment Y5: End of project assessment of CD scorecards - see targets in the inset table in the RRF	Yes – 1.1	NP agencies, PHKA-KKH, FFI, WCS, ZSL and FHK (See Annual Workplan and M&E Matrix)
6. All 5 NPs achieve target METT targets	Year 5	Y1: skill gaps and management training needs identified for 5 target NPs based on professional competency standards Y1: METT toolkit tailored for Indonesia's PA system developed	Yes – 1.1, 1.2 and 1.4	NP agencies, PHKA-KKH, FFI, WCS, ZSL and FHK See Annual Workplan and M&E Matrix

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Due Date <i>(dd/mm/yyyy)</i>	Activities to Support Achieving Exit Milestones	Activities Identified in the RRF <i>(YES: ACTIVITY ### / NO)</i>	Who Will Do This?
		<p>by PHKA Working Group; review and revision of 10 year mgt plans for 5 target PAs</p> <p>Y2: High quality annual workplans developed that support performance based incentives</p> <p>Y3: Mid term METT assessment for 5 target NPs indicates 50% progress towards targets</p> <p>Y4: High quality annual workplans developed that support performance based incentives</p> <p>Y5: See inset table in RRF for end of project METT Target scores for 5 target NPs; METT introduced as routine monitoring system for national PA system.</p>		
<p>7. Multi-agency Landscape Partnerships established, fully operational and funded</p>	<p>Year 5</p>	<p>Y1: Law enforcement capacity and needs reviewed and recommendations lead to action plan being develop for Sumatra</p> <p>Y2: Develop and operationalise 2 multi-agency partnerships (NP, SPORC, Police and BKSDA) that operate in 2 regions (northern and southern Sumatra), based on 1 central Sumatra regional model, and are codified through individual MOUs to support integrated law enforcement strategies underpinned by Elite Wildlife Crime</p>	<p>Partially – 2.1 and 2.4</p>	<p>PHKA (NP agencies, BKSDA), Police, local government agencies, FFI, WCS, ZSL</p> <p>See Annual Workplan and M&E Matrix</p>

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Due Date <i>(dd/mm/yyyy)</i>	Activities to Support Achieving Exit Milestones	Activities Identified in the RRF <i>(YES: ACTIVITY ### / NO)</i>	Who Will Do This?
		<p>Investigation Groups; develop training modules (including adaptation of other modules, e.g. UNODC Wildlife and Forest Crime Analytic Toolkit); Establish 1 Elite Wildlife Crime Investigation Group per Sumatran region and provide training to PPNS, Expert Witnesses, Prosecutors, Judges and journalists.</p> <p>Y2: One Conflict Mitigation Coordination Team established in each of the 4 NP landscapes, SOP developed and supervision provided</p> <p>Y3-5: Provide support to 3 regional inter-agency partnerships.</p>		
<p>8. Financial Scorecard target achieved for Sumatra NP subsystem</p>	<p>Year 5</p>	<p>Y2: Review of existing laws, regulations and policies completed including recommendations to enable revenue flow to PAs from non-governmental sources;</p> <p>Y3: Mid term assessment of financial scorecard shows 40% progress towards targets</p> <p>Y4: Removal of barriers to sustainable financing of the PA system as far as possible through project support to legislation revisions.</p>	<p>Yes - 3.1 and 3.3</p>	<p><i>PHKA (KKH, UPT), FFI, WCS, ZSL</i></p> <p>See Annual Workplan and M&E Matrix</p>

Exit Milestones <i>(Measurable milestones from Phasing Down - Phasing Out - Phasing Over)</i>	Due Date <i>(dd/mm/yyyy)</i>	Activities to Support Achieving Exit Milestones	Activities Identified in the RRF <i>(YES: ACTIVITY ### / NO)</i>	Who Will Do This?
		Y5: Financial scorecard assessment - see inset table in RRF for end of project target scores on financial sustainability		

Annex 2. Minutes of Meeting from the Exit Strategy Workshop

Minutes of Meeting Sumatran Tiger Exit Strategy Workshop

Date : Thursday, 18 November 2021
Time : 09.00 – 11.30 WIB
Meeting Platform : Zoom
Participants : (list attached)

Opening Remarks

Mr. M Yayat Afianto (NPM Sumatran Tiger Project/ UNDP Indonesia)

- The exit strategy document has been prepared by each national park PIU and continues to be updated until the last version of the presentation.
- Explaining the flow of the workshop and the expected output

Mr. Haryono (KKH Directorate, DG KSDAE)

- Officially open the workshop, stating the expectation for the exit strategy to be implemented in the project landscape.
- Highlighting the lessons learned from the experience of PT. KEM, priority activities or key activities identified and should be continued, stakeholders, commitments of our key stakeholders, including sustainable funding to ensure the project.
- Reminding that many problems remain related to tiger conservation, including the problem of snares that killed three tigers in Aceh.

Presentation of the Exit Strategy Draft

Mrs. Wiene Andriyana (Exit Strategy Consultant – UNDP)

- Presented a draft exit strategy document from the project.
- The draft report to be discussed has been shared to all participants beforehand for their comment and feedback
- Aside from ensuring the sustainability of project's outcome, administratively, the exit strategy document is also needed as part of project (i.e by the terminal evaluation team).
- The presented Exit Strategy Report 2021 built on the initial project's exit strategy (Annex 5 Project Document) and various reports, data and information from project sites and at national level. The report further provides update on the current status of project's sustainability progress based on the established indicators and on outcome-basis. Additionally, it proposes some recommendations for further priorities action for sustainability.

- She highlighted the expectation from today's workshop, which is especially regarding the commitment from the national park and the parties to produce an exit strategy that can be implemented – by ensuring that budget and human resources have been secured to continue the core activities.

Discussions

Mr. M Yayat Afianto (NPM Sumatran Tiger Project/ UNDP Indonesia)

lead the discussions

Mr. Rinaldo, Gunung Leuser National Park (TNGL) Authority

- Exit strategy of TNGL has been planned on routine basis. The activities related to the exit strategy are planned every two years,
- **TNGL remain committed to carrying out** the activities outlined in the exit strategy document, including activities related to METT.

Mr. Teguh Ismail, Kerinci Seblat National Park (TNKS) Authority

- The national park team has held discussions with PIU and partners and stated that the activities carried out by the Tiger Project have been quite successful, and currently to support the exit strategy of the Tiger Project funding support is still available from other donors, namely Forest Program II and support from FFI until July 2022.
- TNKS will continue to carry out important high priority activities and will continue to strive in ensuring them to be sustainable.
- Mr. Teguh further highlighted that in the preparation of the RPJPN, the core activities of Tiger Project will continue to be supported under TNKS's budget. This is also important as to maintain if not increase the METT score of TNKS. He ended by highlighting the **full commitment of TNKS to continue the core activities** of Tiger Project with their own resources and other resources – after the full exit of Tiger Project.

Mr. Dony Gunaryadi, Flora Fauna International (FFI)

- Mr. Dony confirmed the statement of Mr. Teguh related to FFI's support. He conveyed that in accordance with FFI's commitment, it will continue to support and seek resources as relevant with the priorities, activities and commitment as stated within the long term management plan (RPJP) as well as Annual Work Plan (RKT) until 2023. He also encouraged by the fact that the RPJP of TNKS for 2021-2030 has specifically included several targets related to Sumatran tiger conservation – **therefore it continues to be the priority** actions even after the exit of the project.
- He further appreciated the influence of Tiger Project's intervention to the work culture in KSDAE, for example with regard to evaluation process – which has become more inclusive. It would be much more interesting to see if this work culture will continue become KSDAE's work culture in the future. work culture makes evaluation an evaluation and becomes interesting if it becomes a culture in KSDAE.
- He added that challenges and threats to the area remains, therefore collaboration is still urgently needed to overcome the problems in the field.

Mr. Ronald Siagian, Project Implementation Unit, TNKS

- stated that the Tiger Project from the beginning had made capacity building as part of the exit strategy.
- The clear targets of the project are very effective in supporting the conservation of the Sumatran tiger in TNKS

Mrs. Rini Yuliati, Berbak Sembilang National Park (TNBS) Authority

- She appreciated that all Tiger Project activities have supported the management of the national park. TNBS has exposed and discussed its exit strategies with all stakeholders – two times.
- She highlighted that, principally, all core activities in the Tiger Project have been included in the Berbak and Sembilang planning documents, such as population monitoring and SMART patrols.
- In spite of the absence of ZSL as previously main partner since 2020, TNBS authority has been actively pursued for other conservation partners in further supporting core activities of National Park. For example, TNBS has collaborated with private sector, the Sinar Mas APP, where the company has allocated support to support tiger-conservation related activities, such as the procurement of camera traps for use in other core areas.
- Activities related to METT have been included within the BSNP planning system and this has been done by identifying activities which are compatible with partner activities for a more efficient resource allocation. For example, the cooperation with Peat Restoration Agency (BRG) for fire prevention activities and canal blocking.
- SMART patrols will also be used for technical activities such as PEH and extension workers. SI BELANG has also been integrated with the MoEF's system. Lessons from the pandemic, the information system is very helpful for the management of National Park. There, TNBS plan to include specifically SI BELANG-related activities in the revision process of the RPJP after the Tiger Project is completed.
- Finally, Mrs Rini emphasized **the full commitment and readiness** of TNBS to continue the core activities of Tiger Project after the full exit of the project.

Mahmuddin, Project Implementation Unit, TNBS

- The core skill resulting from the intervention of Tiger Project, namely the patrol SOP that uses the SMART system that has been adopted and practiced for other activities.
- Another core skill is population monitoring where after support from ZSL has no longer becomes available, the design, installation and data collection can be carried out by the staff of national park independently by using funding resources from the government budget (DIPA). There are other funding opportunities, namely the Bio Carbon Fund and there are still threats that must be anticipated, namely deforestation and illegal logging that must be overcome. SI BELANG uses information from SMART Patrol as data input. Therefore, so long as the SMART patrol continues, the data management system will continue to exist.
- The project has also carried out population analysis training.
- Operator has been assigned to manage SIBELANG and data from SIBELANG is used to update SIDAK data. There is a special room for this SIBELANG management. One thing

that needs to be considered is the handling of conflicts after the Tiger Project is completed so that the response is fast and measurable.

Mrs. Rika Aryanie, Bukit Barisan Selatan National Park (TNBBS) Authority

- TNBBS had prepared a long-term management plan (RPJP) which is measurable and quantitative, including targets related to the three priority animals, the integrity of the area, reducing threats based on the SMART Patrol, optimizing management, and increasing human resource capacity.
- Although the Sumatran tiger population has decreased due to population dynamics.
- The increase in human resource capacity is extraordinary where the staff is able to monitor and analyze the Sumatran tiger population, is able to facilitate METT itself, the center lowers the RPJP to the RPJPN and synergizes and integrates with the parties.
- For data integration, TNBBS has developed Information and Movement Data System for Conservation (*Sistem Informasi dan Data Gerakan Konservasi/SIGER*) which functions to display data and information in BBSNP. We will continue to improve this information dashboard to become a more informative data system which will be integrated with DG KSDAE Situation Room and Conservation Information and Data System (SIDAK).
- Regarding the Sumatran tiger, the most important thing is to carry out continuous monitoring and be able to see population trends through time series monitoring.
- In terms of human resources, we are capable of monitoring and analyzing population data. TNBBS under project's support has plan to publish a book/document on wildlife distribution throughout BBSNP based on data from camera traps.
- Finally, Mrs Rikha confirmed that the project's key activities has been well-linked with RPJP, which indicate full commitment and readiness of the national park to continue project's core activities, and therefore sustain the expected impact. This long-term plan will be further discussed in detail each year within the short term management plan, and in accordance with the annual work plan (RKT) of the conservation partners working in TNBBS area.

Mrs. Nani, Project Implementation Unit, TNBBS

- Highlighting project's innovation in managing invasive plants to be used as fertilizer and handicraft products.
- This is also an opportunity to develop funding by legalizing the sale and use of these concessions, so that the community will get legal certainty for the use of these assets.
- Regarding Batua's habituation, this is still an uncertain issue. Support for conflict handling can be resourced from the provincial budget (APBD). For that reason, TNBBS attempts to revise the nomenclature for conflict funding, so that the regional government can accommodate the needed budget related to conflict.
- TFCA Sumatra can also support conflict resolution, including the handling of the African Swine Fever (ASF). In Pemerihan a village regulation has been developed for conflict handling and settlement of invasive plants.

Mr. Jeri Imansyah, Wildlife Conservation Society (WCS)

- Confirming the sustainability strategy and approach in TNBBS as conveyed by Mrs. Rika. Several activities initiated by the project have been included in the RPJP and budgeted for from DIPA. UPT has seen the importance of continuing this activity without relying on support from other projects, including for patrol activities.

- WCS will also continue to be committed to seeking more resources to support UPT's activities. Mr Jery quoted the hearing between MoEF and the House of Representative (DPR), the state budget can only cover 20% of the total budget needed for patrol activities, which left us with 80% of the gap that must be resourced from collaboration with other parties. For example, by undertaking Joint KPH patrols. This kind of small example can be included in the report to inspire others.

Mr. Irwan, KKH Directorate, DG KSDAE, MoEF

- Highlighting the need for the exit strategy to put emphasize on project's legacy, and focusing the exit strategy to some of the selected activities
- Sustainable financing is expected to bring in funds from third parties.

Mr. Irfan Cahyadi, Foreign Cooperation (KLN) Bureau, MoEF

- For sustainability to materialize, it is necessary to ensure that the existing RPJP is translated into RKKL and that the trained/already capacitated human resources are placed or designated according to their expertise.
- Sustainable financing is expected to bring in funds from third parties.
- This report also needs to be included at the technical level of the exit strategy of the UPT so that its sustainability can be seen more clearly.
- He finally added that commitments and support from the officials at echelon 1 level is crucial to support commitments at the all level of KSDAE.

Mr. Pungky Widiaryanto, National Development Planning Agency (Bappenas)

- the third component related to the policy that became the flagship was to encourage the formation of BLU in national parks.
- In the RPJM and RKP, Bappenas will present several recommendations related to this sustainable funding strategy.

Mr. Iwan Kurniawan, UNDP Indonesia

- Mr Iwan expressed his appreciation for the success and contribution of the project. Conservation activities will not stop. It is important to identify the roles of the parties, funding, capacity building, in order to maintain the main aspects which has been delivered by the project. This includes population monitoring, patrolling, raising awareness, etc.
- There are dynamics in measuring the population and in setting the indicators and targets. All these can be used as benchmarks in future projects – using a more appropriate methods.
- Sustainable financing is expected to increase funding sources for national parks, particularly for aspects which are lacking in resources, such as conflict handling, law enforcement which can be done in collaboration with DG Law Enforcement (Gakkum), etc

Mr. Munawar Kholis, Forum Harimau Kita (FHK)

- stated that the lessons learned from the project could be applied in other areas outside Sumatra, both related to the patrol system, collaboration with Gakkum and so on.

Mr. Nobu, PMU Sumatran Tiger Project

- suggested to add innovations to be part of the exit strategy in the future, such as success stories and lessons learned from other places.

Mr, Rudijanta TN, KK Directorate, DG KSDAE

- Expressed his appreciation for the testimonies of colleagues at the landscape level on project's positive impact.
- He highlighted that **the existing increased capacity of NP's staff and the improved work culture** is the key word to transform the effectiveness of management in the national park.
- To improve the effectiveness of management **requires a sufficient budget** that supports the performance of the UPT which is reflected in the METT value, not the other way around.
- Finally, as the former NPM of the project who initiated some early project activities, he reminded and re-emphasized that since the beginning, the project has adjusted its activities with the existing mechanisms in the government. For example, in the RPJPn the project introduces how to synergize and identify/include all the available resources for efficient management. Therefore, **the RPJPn is indeed an important key of sustainability for the project's exit strategy.**

Closing Remarks

Wiene Andriyana, Exit Strategy Consultant

- expressed her gratitude for all the feedbacks and testimonies on the project
- these will be used as the basis to refine the current draft
- written feedbacks are most welcome until end of this week by email

Mr Haryono (KKH Directorate, DG KSDAE)

- Officially closed the event by expressing his appreciation for the testimonies from National Park colleagues who showcased the benefits of the project, especially in **increasing the capacity of human resources** in various aspects in project activities.
- In conclusion, the core activities for Tiger conservation as previously supported by the project is expected to continue for each targeted National Parks.

-----end of meeting-----