

Midterm Assessment Wallacea Biodiversity Hotspot

August 2020 – April 2023

CEPF began a four-year investment in the Indonesian coastal and marine portion of the Wallacea Biodiversity Hotspot in August 2020. From 2 to 4 May 2023, the Regional Implementation Team (RIT) held meetings with grantees, donors, government partners, and other stakeholders to prepare the Mid-term Assessment that follows here. These meetings, along with separate tabulation of project results, allowed CEPF to properly assess progress toward portfolio goals and determine priorities for the remainder of the investment period.

1. Introduction

The Wallacea region, which includes the whole of Timor-Leste and the central portion of Indonesia, including the major island groups of Sulawesi, Maluku, and the Lesser Sundas, qualifies as a hotspot due to its high levels of plant endemism and extensive loss of natural vegetation. The chief causes of biodiversity loss include overexploitation of natural resources, degradation, fragmentation and conversion of habitat, and pressure from human population growth and economic development. Wallacea is an island region, with over 1,680 islands and 30 million people, the majority of whom live in coastal areas earning their living from farms, forests, wetlands and the sea.

The Wallacea region, first described biologically by Alfred Russel Wallace in 1869, is noteworthy for having fauna and flora that are distinct from the Asian biogeographic realm to the west and the Australian-Pacific biogeographic realm to the south and east. The many islands are varied (volcanic, non-volcanic, continental crusts and composites) and are separated by shallow seas, in some cases, and trenches as deep as 7,000 meters in others. Powerful currents connecting the Pacific and Indian Oceans flow through the region, creating barriers to dispersal of species.

The complex geography and barriers to movement have led to the region's high biodiversity. Among the hotspot's endemic species are 1,500 vascular plants, 127 mammals, 274 birds, 99 reptiles, 33 amphibians, 50 freshwater fishes, and 110 marine fishes. There are also as many as 400 species of coral in the region. Notable endemic marine species include winghead shark (*Eusphyra blochii*), Banggai cardinalfish (*Pterapogon kauderni*) and long-horned pygmy devilray (*Mobula eregoodoo*), while, on land, the region is best known for the iconic Komodo dragon (*Varanus komodoensis*).

The hotspot is a marine conservation priority that includes permanently open estuaries and bays, intermittently closed lagoons, seagrass meadows, photic coral reefs, and subtidal rocky reefs, sand beds and mud plains. These cover as many as 10 of the world's 50 ocean reefs most important for conservation. Wallacea lies within the Coral Triangle, a region that

supports 75 percent of known coral species and an estimated 3,000 species of reef fishes. The area is also a terrestrial conservation priority, with lowland evergreen and semi-evergreen forests, lowland monsoon forest, montane forest, karst areas, and mangroves and other coastal habitats. Natural habitats extend from mountain ridge to reef, although they are fragmented by agricultural conversion and human settlement in many places. These “ridge-to-reef” ecosystems are notable for their resilience to the effects of climate change and for delivering a wide range of ecosystem services to human communities.

Like much of Indonesia, Wallacea reflects a mixing of numerous cultures over the ages (including indigenous, Javan, Malay, Indian, Chinese, Melanesian, Polynesian, European and Arabian), resulting in an interweaving of languages, religion, and ethnicity. The area has also seen dramatic political change, new local authority devolved from the national government in Jakarta and rapid economic growth in the last 20 years. This varied biogeographic, cultural and political landscape is significant, as government and civil society make decisions about meeting the twin demands for economic growth and stewardship of biodiversity.

Global events, principally the COVID-19 pandemic, influenced work in the region throughout 2020 and 2021. This caused a relatively slow start to CEPF’s investment program, and, hence, a mid-term review somewhat later than the exact middle of the investment period.

2. Niche for CEPF Investment

2.1. Overview

Phase II of CEPF investment in Wallacea is funded by five private foundations: the Bloomberg Philanthropies Vibrant Oceans Initiative (VOI); Margaret A. Cargill Philanthropies (MACP); the Walton Family Foundation (Walton); the David and Lucile Packard Foundation (Packard); and the Nimick Forbesway Foundation (NFF). Together, these five funders have allowed CEPF to make \$2,690,918 in grant funding available to civil society organizations (CSOs). The investment period for each funder has its own start and end date but the overall investment extends to November 2024. The five donors joined together because they all support the goals of CEPF in the region. At the same time, they each have their own specific area of complementary focus, including, variously, threatened species conservation, local livelihoods, empowerment of coastal communities, CSO strengthening, reef conservation and sustainable fisheries.

Unlike in Phase I, which covered both Indonesia and Timor-Leste and which included both terrestrial and marine areas, per the five donors, the funding for Phase II is limited to Indonesia and to the marine realm. Further, unlike in Phase I, when funding was made available to international and national NGOs, funding in the Phase II is only available to Indonesian organizations.

Concurrent with the finalization of the funding agreements with the funders, CEPF commissioned a small team to [update](#) the marine components of the Phase I ecosystem profile over July-August 2020. Almost all internal and external meetings took place over the internet, as the COVID-19 pandemic made travel and physical meetings difficult. The team compiled new data on conservation and marine species in Wallacea and reviewed and updated the key chapters on policy, civil society, threats and investment. They consulted with officials from key ministries, and with a group of marine experts, which enabled input from the Ministry of Marine Affairs and Fisheries (MMAF) research institute, RARE, Conservation International, the Coral Triangle Centre, and Wildlife Conservation Society.

The updated profile identifies 282 globally threatened marine species (178 of which are corals), 74 marine key biodiversity areas (KBAs), 66 “candidate” marine KBAs and 21 marine corridors. The profile prioritizes all the threatened corals, 46 threatened non-coral species, 31 KBAs and seven corridors.

The team that updated the profile similarly adapted the existing strategic framework of the 2014 ecosystem profile to reflect the emphases of the new donors, per the table below.

Table 1. Strategic Directions and Funding Allocation per 2020 Ecosystem Profile Update

No.	Strategic Direction	Percent of Total Funding
1	Address threats to high priority species	5%
2	Improve management of sites with (KBAs) and without official protection status	10%
3	Support sustainable natural resource management by communities in priority sites and corridors	25%
4	Strengthen community-based action to protect marine species and sites	20%
6	Enhance civil society capacity for effective conservation action in Wallacea	15%
7	Provide strategic leadership and effective coordination of conservation investment through a Regional Implementation Team	25%
Total		100%

Note that the numbering of the strategic directions omits Strategic Direction 5, which, in Phase I, focused on engagement of the private sector. For Phase II, this work was purposefully incorporated into the other strategic directions. Note further that there is a relative funding allocation to each strategic direction, not a fixed amount, reflecting the possibility of an increased allocation to the region over time.

2.2. Field-Based Coordination

Burung Indonesia (Burung) holds a grant to serve as the RIT. This represents 17 percent of the total granting portfolio, which corresponds with CEPF global standards for RITs. Burung began as the country program of BirdLife International in the 1990s and then, in 2002, became an independently registered Indonesian non-profit organization with its own national governing body. It is headquartered in Bogor, 60 miles south of the national capital of Jakarta. While not headquartered within the geographic boundaries of the hotspot, Bogor is a strategic location as the home for the country’s premier agricultural university, the Center for International Forestry Research, and several major conservation organizations, and for its access to the capital’s policymakers and business interests.

As the RIT, Burung is also responsible for managing the CEPF small grants mechanism in the hotspot. The current ceiling is \$1,236,953, from which Burung can issue grants of up to \$50,000. Grants above \$50,000 are termed “large grants” and awarded directly by CEPF.

Burung is a multi-faceted organization with multiple work-streams and staff who allocate their time to several donors. This enables economies of scale for CEPF, as Burung can then assign any one of several full-time experts to CEPF tasks for a discrete period. The table below shows the current staffing structure of the RIT.

Table 2. RIT Staffing Structure as of May 2023

Position	Location
Team Leader	Bogor
Small-Grants Manager	Bogor
Administrator	Bogor
Sulawesi Coordinator	Marisa
Maluku Coordinator	Sofifi, Halmahera Island
Nusa Tenggara Timur Coordinator	Waingapu, Sumba Island
M&E Partner Development	Bogor
Communications	Bogor
Finance	Bogor
Director of Conservation Programs	Bogor

3. Implementing the Strategy

3.1. Portfolio Status

CEPF grant-making formally began with the RIT Grant to Burung Indonesia for almost \$400,000 in August 2020. This amount was subsequently amended to \$464,000. During the 2021 and 2022 fiscal years, grant applications were solicited by releasing calls for letters of inquiry (LOIs).

Table 3. Wallacea Phase II Calls for Letters of Inquiry

No.	Focus	Release Date	Due Date	LOIs Received	
				Large	Small
1	All SDs and geographies	16 December 2020	16 January 2021	20	49
2	All SDs and geographies	18 June 2021	16 July 2021	11	35
3	All SDs and geographies	15 January 2022	15 February 2022	7	45
4	All SDs and geographies	19 March 2022	10 April 2022	4	n/a
5	Togean Banggai, Solor-Alor, Sulawesi Utara, Sulawesi Tenggara, Pangkajene Kepulauan, Bentang Laut Buru, dan Sulawesi Selatan	9 January 2023	7 February 2023	-	45
Sub-total				42	174
Total				216	

As Table 4 shows, not counting the RIT, 13 of 42 large grant LOIs (31 percent) and 34 of 174 small grant LOIs (19 percent) went on to receive awards; an overall “success” rate that reflects the quality of applications and the work-rate of the RIT to develop appropriate projects. This is comparable to other CEPF portfolios and demonstrates the value of the RIT’s region-specific outreach to applicants prior to the release of calls for LOIs.

As part of the Ecosystem profile, funding was allocated to six Strategic Directions. CEPF uses its online grants management system to track awards by a single strategic direction. However, the reality is that most projects contribute to more than one strategic direction.

Table 4. Awarded Large and Small Grants by Strategic Direction (July 2023)

Strategic Direction	Allocation	Large Grants	Small Grants	Total	Percent ¹
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		No	Obligation	No	Obligation	No	Obligation	
1. Species (5%)	\$134,546	2	\$203,724	-	-	2	\$203,724	151
2. Sites -government (10%)	\$269,092	1	\$469	5	\$151,147	6	\$151,617	56
3. Community engagement (25%)	\$672,730	-	-	19	\$476,114	19	\$476,114	71
4. Community-based KBAs (20%)	\$538,184	9	\$593,615	8	\$210,924	17	\$804,539	149
5. Private sector (0%)	\$0	-	-	-	-	-	-	
6. Capacity building (15%)	\$403,638	1	\$75,000	2	\$60,808	3	\$135,808	34
7. RIT (25%)	\$672,730	1	464,000	-	-	1	464,000	69
Total	\$2,690,918	14	\$1,336,809	34	\$898,993	48	\$2,235,801	83
Percent²		28	49	72	51			

¹ Obligation divided by Allocation

² Not including RIT, ratios of total number of awards and total value of awards

Note the variances between the amount allocated in the ecosystem profile and obligations to date. The reason for this is primarily that, for financial reporting purposes, CEPF assigns grants to a single Strategic Direction when, in reality, most grants contribute to more than one SD. For example, a grant could easily address a species (SD 1), a government-managed marine protected area/MPA (SD 2), the neighboring community-managed protected area (SD 4), livelihoods (SD 3), and capacity building (SD 5). Thus, where SD 1 and SD 4 might appear overspent, a simple reassessment of a grant's primary focus might alter the accounting.

As noted in Section 2.1, all funding goes to Indonesian organizations. The 48 grants have been made to 40 unique organizations. Appendix 1 shows all awarded grants by start date, with hyperlinks to CEPF's website, offering project summaries and further details on each. In Appendix 1, note the use of the grant identification numbers, which are used elsewhere in this document.

3.2. Collaborating with CEPF Donors and Other Funders

The CEPF Secretariat and Burung Indonesia have collaborated directly and indirectly with donors and host country government agencies at multiple levels. The Secretariat maintains direct links to the headquarters offices of the five donors, as well as with its global donors. Burung Indonesia maintains direct links to the in-country representatives of Walton and Packard, and then also with:

- Other members of the Indonesia Marine Funders Collaboration (IMFC), including MACP, VOI, the World Bank, and USAID. (IMFC brings these donors together with 32 leading Indonesian and international NGOs working in the country on a semi-annual basis, facilitates lesson sharing, and ensures working toward consistent high-level goals.)
- The Government of Indonesia Ministry of Forestry at the secretary level.
- The Government of Indonesia Ministry of Marine Affairs and Fisheries at the director level.
- BAPPENAS (the national planning and international funding coordination agency), in relation to the national biodiversity action plan.

4. Performance of CEPF's Investment

4.1. Portfolio-Level Performance

CEPF measures performance from several perspectives, including via the ecosystem profile logical framework and the results frameworks of each donor, with indicators and targets that aggregate the results of every grantee, as shown in Appendix 3. However, there are other measures of assessment, including:

- **Breadth of outreach.** Not counting the RIT, 39 unique Indonesian organizations have received 47 grants. Of these, nine have received large grants, 29 have received small grants, and one group has received both a large and a small grant. Further, of the 39 groups, 17 are first-time recipients of CEPF funding.
- **Integration of conservation and development goals.** The core of work supported by CEPF is conservation of sites and species, in coral reef, seagrass bed, mangrove and other marine and coastal ecosystems. Many grantees come to CEPF in that vein, to establish and strengthen marine protected areas (MPAs) and reduce threats to particular species, such as sea turtles, sharks and dugong. However, the grants of Wallacea Phase II are almost always working in the context of a production landscape; that is, a marine KBA that is, at least partially, used for an economic purpose, most typically fishing. Thus, there is a similar number of grantees who come to CEPF with the goal of improving community livelihoods. Burung is weaving these strands together, such that there are, for example, projects about more productive octopus and tuna fisheries that also monitor reef health, as well as projects about dugong protection zones that also support fisherfolk outside those zones.
- **Strengthening and using networks.** Burung guides grantees to two nationwide CSO networks: Jala Nusa for groups working on fisheries and Forum Komunikasi Kehutanan Indonesia (FKKI), which while having the word "forestry" in its name, is for all conservation NGOs. These networks amplify grantees' voices to provincial and national government on policy issues and allow for sharing of best practices. Burung further links the grantees to groups such as Aruna, which connects small-scale fishers to global supply chains, and FishOn, which provides microfinance to local fishers.

Apart from these general measures, the ecosystem profile prioritized 46 non-coral species, and 180 coral species for conservation. Table 5 shows grants – using the CEPF grant identification number from Appendix 1 – that are addressing any of these.

Table 5. Grants Addressing Priority Species

Ct.	Type	Scientific Name	Common Name	Grants
1	Fish	<i>Alopias pelagicus</i>	Pelagic thresher shark	112018
2	Fish	<i>Alopias superciliosus</i>	Bigeye thresher shark	112130
3	Fish	<i>Carcharhinus falciformis</i>	Silky shark	112018
4	Fish	<i>Isurus oxyrinchus</i>	Shortfin mako shark	112018
5	Fish	<i>Sphyrna lewini</i>	Scalloped hammerhead shark	112018
6	Mammal	<i>Dugong dugon</i>	Dugong	111696, 112135, 112901
7	Reptile	<i>Dermochelys coriacea</i>	Leatherback sea turtle	112018, 112978, 111708

Ct.	Type	Scientific Name	Common Name	Grants
8	Reptile	<i>Lepidochelys olivacea</i>	Olive ridley sea turtle	112018, 112018, 112978, 111708
9	Sea cucumber	<i>Holothuria whitmaei</i>	Teated sea cucumber	113194, 112543
10	Sea cucumber	<i>Stichopus herrmanni</i>	Hermann's sea cucumber	112543
11	Corals		180 species	112543

As is evident from the above, there are several priority species that are not being addressed (individually and directly) by grants, including several species of whale, ray and sea cucumber. This is a reflection of grant applications, and also of the choices of the RIT and CEPF Secretariat, who decided to put funding toward those species where interventions were likely to be effective within the context of roughly \$100,000 in funding and two years of effort.

The ecosystem profile further prioritized 31 KBAs for investment, with these KBAs falling across five marine corridors. Table 6 shows the 17 priority KBAs with direct investment, thus far.

Table 6. Grants Working in Priority KBAs and Priority Corridors

Ct.	KBA Code	KBA Name	Hectares	Grants
Sulawesi: Togeang-Banggai Marine Corridor				
1	IDN077	Perairan Kepulauan Togeang	341,275	112138, 114365, 112978, 113184
2	IDN079	Perairan Pagimana	1,071	112978
3	IDN081	Perairan Peleng-Banggai	509,722	111708, 112538, 112540, 112556, 113208, 113328, 113210
4	IDN087	Perairan Balantak	6,218	112138
		Corridor-focused grants		112538, 112556
Sulawesi: Southeast Sulawesi Marine Corridor				
5	IDN113	Selat Tiworo	26,064	113878
6	IDN117	Wabula	47,140	112129, 114339
Sulawesi: South Sulawesi Marine Corridor				
7	IDN132	Perairan Pallime	35,694	113827
8	IDN136	Kapoposang-Pangkep-Bulurokeng	376,797	112018, 112994, 112539, 112543
9	IDN142	Perairan Tana Jampea	565,327	112169
Maluku: Bulu Marine Corridor				
10	IDN198	Kelang-Kassa-Buano-Marsegu	215,045	111723, 112999, 112654, 112901, 111706
11	IDN206	Perairan Gunung Salahutu	816	113166
12	IDN208	Leihitu	13,766	112901
13	IDN209	Perairan Haruku – Saparua	47,985	112901, 112557
Lesser Sundas: Solor-Alor Marine Corridor				
14	IDN307	Pantai Selatan Lebau	1,770	112137, 113212, 114229
15	IDN311	Perairan Lembata	37,527	112136
16	IDN314	Selat Pantar	55,071	112130, 113195
17	IDN320	Perairan Alor Utara	5,417	112134
		Corridor-focused grants		112134, 112130, 112137

In addition to the five corridors named above, there is donor interest in two other corridors: North Sulawesi; and the Pangkajene Islands. By design, work takes place in KBAs (i.e., non-priority KBAs located within priority corridors), as follows.

Table 7. Grants Working in Non-Priority KBAs within Priority Corridors

Ct.	KBA Code	KBA Name	Hectares	Grants
Sulawesi: North Sulawesi Marine Corridor				
1	IDN009	Perairan Sangihe	132,753	111696
2	IDN023	Selat Lembeh	17,589	111685, 112991
3	IDN032	Perairan Arakan Wawantulap	15,134	112135
Makassar Strait: Pangkajene Islands				
4		Priority corridor with high value reefs, if not specified as KBAs		112539, 112555, 112543, 112541

Among the priority KBAs *without* investment are those in:

- South Sulawesi, that largely fall within government-managed conservation areas and are less appropriate for support via grants to civil society.
- Southeast Sulawesi, that already have investment from other donors.
- The Buru and Solor-Alor corridors, with too few applicants with sufficiently high capacity.

4.2. Preliminary Assessment of Contributions to Global Indicators

CEPF’s global monitoring framework has four “pillars”, each with a set of indicators to aggregate the impact of the CEPF grant portfolio at the global level.

Biodiversity conservation. Global indicators address species benefiting from conservation action, hectares of KBAs with improved management, hectares of protected areas created or expanded, number of protected areas with improved management, and hectares of production landscapes with improved management. In relation to the portfolio logframe shown in Appendix 3, these five measures relate to Indicator 1 (species), Indicators 2.1, 2.2, 3.1 and 3.2 (government and community-managed marine protected areas), and the several indicators related to sustainable fisheries management (production landscapes).

Civil society. CEPF asks all local grantees to complete two self-assessment tools at the beginning and end of the period of CEPF support: the Civil Society Tracking Tool (CSTT); and the Gender Tracking Tool (GTT). These tools are used for Indicators 6.1 and 6.2 in the portfolio logframe. Beyond this, the grant to Yayasan Masyarakat dan Perikanan Indonesia is providing training to other grantees on the technical skills need to improve fisheries management.

Human well-being. CEPF tracks the number of direct beneficiaries of its grants: people receiving cash benefits, non-cash benefits, and training. CEPF also tracks the number of indirect beneficiaries: the gross numbers of people in specific communities benefiting from ecosystem services such as improved resilience to climate change, or a greater voice in local decision-making, due to project activities. These measures overlap with Indicator 3.1 (community management institutions) and with Indicator 3.3 (private sector engagement), where companies support local livelihoods by training people in production or as buyers of local products.

Enabling conditions. CEPF tracks the impacts of its grants on laws, regulations and policies, and, while some grants in Wallacea may address this, it is not a focus of the portfolio. CEPF also tracks how grantees contribute to the creation and performance of existing sustainable financing mechanisms, but this measure is not relevant in this portfolio.

Finally, CEPF tracks the number of locally major or significant private companies adopting biodiversity-friendly practices, overlapping with Indicator 3.3.

4.3. Investment Highlights by Strategic Direction

Strategic Direction 1 is designed to reduce the exploitation of priority threatened species and change the behavior of fishers, trappers, traders and buyers through enforcement, education, incentives and alternatives. There are several highlights:

- 100 fishermen in two villages on Alor have been taught to minimize bycatch of Pelagic thresher shark (*Alopias pelagicus*) in pursuit of yellowfin tuna. Bycatch was reduced from 233 individual sharks in 2021 to 55 in 2022.
- A community-based MPA in Sangihe Island, North Sulawesi, ceased all dugong bycatch, with two villages governments contributing a combined \$7,300 in the form of coastal monitoring equipment and supplies for fishery management.
- In Palau Sapuka, in the Pangkajene corridor, communities have been taught to shift their harvest away from vulnerable species of sea cucumber to non-threatened species.

Strategic Direction 2 is designed to improve the management of priority sites, including by facilitating collaboration among CSOs, communities, the private sector, and marine protected area management units, and by working with different levels of government to improve policies and laws. A highlight is the recently closed grant to Yayasan Rekam Jejak Alam Nusantara (Rekam), which promoted the adoption of sustainable fishing practices in the Liukang-Tangaya MPA in the Pangkajene Islands. Working in this remote location (small islands between Java and South Sulawesi), Rekam analyzed the fishery and fishing practices of several villages, then facilitated agreements on prohibition of fishing within one kilometer or the coast, prohibition on destructive gear, and agreement to establish a marine conservation area. Rekam then led information dissemination efforts across the islands, established a monitoring system, and trained fishers in better practices. Collectively, CEPF grants have improved the management of 5,600 hectares of government MPAs.

Strategic Direction 3 is designed to support community rights over resources, small-scale fisheries management, alternatives to over-fishing and income diversification. One example of this is the grant to Perkumpulan Sanggar Seni Lokal dan Pegiat Media Rakyat (Salanggar), working in the Banggai Islands of Central Sulawesi. The mangroves of villages in the Tinangkung District support mud crabs that are caught for commercial use and consumption. Salanggar worked with the communities to improve the management of 111 hectares of mangroves to ensure a continued crab harvest. This includes training communities to extract more economic value out of a limited harvest.

Grants under Strategic Direction 4 are establishing new and strengthening existing MPAs, providing better monitoring of them, attempting to improve their financial sustainability via local government support, and sharing lessons among those working on these issues. A good example of this is the grant to Perkumpulan Japesda, working in the villages of Uwedikan and Lambangan in Central Sulawesi. These coastal areas are home to octopus fisheries that are an income source to the communities. To avoid overfishing and to protect the coral reefs, Japesda helped to create "production zones" with improved management of 757 hectares of reef, and within this, 9.76 hectares of formal protected area.

Grants under Strategic Direction 6 are building the capacity of CSOs to engage in marine management work. All the grantees have close ties to the communities in which they work, and all are expert around issues of local governance over natural resources, but not all are

necessarily expert in fishery management. Thus, the grant to Yayasan Masyarakat dan Perikanan Indonesia (MDPI) will lead to 28 organizations having increased knowledge on fishery management. MDPI trainings are underway at their operational base in Bali, and the organization's experts then visit grantees in the field.

5. Priorities through Conclusion of the Investment

The mid-term assessment compares progress in relation to the strategy and targets of the ecosystem profile, and provides guidance for the remainder of the investment period, as discussed in the following sections.

5.1. Under-Subscribed Species, Geographies, and Investment Priorities

Seeming lack of interest in particular priority species and sites. The ecosystem profile process used multiple criteria to prioritize species and sites, including the degree of threat they face and the availability of funding absent CEPF support. The challenge in Wallacea, is that prioritization of a KBA does not necessarily mean there are CSOs at that site capable of receiving a large or small grant. It also happens that CEPF funds are insufficient for an organization to undertake the work (e.g., because of remote locations) or that political conditions are not suitable at the moment a call for proposals is released. Also, there are species, such as whales, that face threats not best addressed by local organizations receiving relatively small grants. Similarly, there are locations, like Liliili and Perairan Teluk Kayeli in Buru Island, with KBAs that lack the capacity required to implement a CEPF grant.

Seeming lack of interest in particular investment priorities. As noted in Section 3.1, there appears to be a noted under-investment in Investment Priority 2, focused on government-managed MPAs, and an over-investment in Investment Priority 4, focused on community-managed MPAs. This is due to several factors.

- As noted above, some grants may be working on both the improved management of a government MPA and something else (species, community livelihoods, an adjoining community MPA), with "under-investment" simply being an artifact of how CEPF codes its grants. (This is also the case for Investment Priority 6 on capacity building.)
- In part, this is a function of the spatial relationship between different types of MPAs and where grantees best deploy their efforts. Government MPAs might be large and relatively well-resourced. Sometimes, what that MPA needs most is to have an adjoining or buffer-zone community-managed MPA. CEPF grantees may end up implementing grants under Investment Priority 4 while simultaneously working toward Investment Priority 2.
- In part, this is a function of CSOs using their skills where they are most easily deployed, namely in community-managed areas.

The challenge is to ensure that the total complement of CEPF grants, and broader efforts of the fishery and CSO networks, affects as many priority species, sites, and technical themes as possible.

5.2. Opportunities and Priorities

With the program currently scheduled to end in September 2024, the mid-term assessment helped identify the focus of work for the remaining period.

- 1. Continued interventions to protect species.** Building on successes such as the training of tuna fishermen in Solor-Alor, where bycatch of thresher sharks has been reduced from 233 individuals to 56 in a year, and in Wabula (Southeast Sulawesi), where bycatch of green turtles has been reduced from 12 per year to 2 per year, CEPF and Burung will continue support for groups doing such work. Focus will be on documentation and verification, to demonstrate to government and the communities, themselves, that their work makes a difference.
- 2. Continued efforts to support local livelihoods.** There are several examples of projects yielding economic benefits for local communities. YAPEKA is promoting sea cucumber mariculture in Sangihe, North Sulawesi, which is yielding 15 kilograms per harvest, worth US\$200. Various groups are working with a combined 315 fishermen in Banggai to sell octopus to a reputable private buyer (PT Aruna), leading to higher payments for higher quality products and increased payments of one to five times normal. Similarly, with more intentional and controlled fishing, octopus fishermen in three communities in Banggai Dalaka have increased their catch per unit effort by 30 percent from 2017 to 2022. In the coming year, the RIT will promote further links between communities and high-quality buyers to reinforce the economic value of a sustainable fishery.
- 3. Use of the Ministry of Marine Affairs and Fisheries EVIKA monitoring tool.** The ministry has developed and is promoting a marine protected area management effectiveness tool, *Evaluasi Efektifitas Pengelolaan Kawasan Konservasi*, known as EVIKA. It is important that CEPF grantees, partner communities, and MPA managers use this tool to demonstrate their commitment to a government system with national application. While EVIKA scores in CEPF-intervention sites will ideally show increases, it is equally important that CEPF grantees test the system and provide feedback to the ministry. In particular, if EVIKA scores rise in areas with community co-management, this will reinforce the value of CEPF to the MMAF.
- 4. Creating momentum for, and around, large MPAs.** As part of CEPF Phase I, Burung Indonesia coordinated several grants that facilitated and complemented the government's creation of the Banggai Dalaka MPA, a formal area of over 890,000 hectares, which, with adjacent community zones, protects over 1 million hectares. CEPF will continue to complement work in this area as new donors step in, most notably the USAID BERIKAN project, focusing on capacity building for fisheries management, and the World Bank LAUTRA project, supporting the government managers, themselves. Replicating that work from Banggai Dalaka, CEPF and Burung will support nascent efforts to create new large government MPAs surrounding Lembata and Flores Timur and to support co-management of the Selat Pantar MPA.
- 5. Strengthening the network of the Banggai Dalaka CSOs.** There are six grantees working in the areas surrounding this large MPA: Japesda, Perkumpulan Relawan untuk Orang dan Alam (ROA), Lembaga Maritim Nusantara (LEMSA), Yayasan Khatulistiwa Alam Lestari (YKAL), Yayasan Komang Peduli Hutan (KOMIU), and the SIKAP Institute. These groups have collective meetings with government partners and share information with one another, particularly on best practice in fishery management. CEPF and Burung will continue to support this network, separate from the goals of individual projects.

6. **Leveraging the efforts of USAID BERIKAN and World Bank LAUTRA.** Both of the programs are very large relative to CEPF's investment in the Wallacea Hotspot: US\$23 million for BERIKAN; and US\$201 million for LAUTRA. Of course, these are regional or national efforts that extend beyond Wallacea and that are primarily targeted toward government partners but, nonetheless, they have workplans that highlight places of important to CEPF, including the Togean-Banggai corridor and various Indonesian provinces in the hotspot, and that incorporate local CSO engagement. Burung Indonesia will foster connections between these large projects and CEPF grantees.
7. **Documenting other effective area-based conservation measures.** MMAF knows that it cannot meet all its conservation obligations through formal MPAs, alone. CEPF is well-placed to demonstrate the effectiveness of alternatives, including via community-managed MPAs and community co-management of government MPAs. It is important to document these cases and provide evidence of their success, particularly via formal policy papers that would lead MMAF to give a greater role to civil society.

6. Conclusion

The investment in the marine realm of the Wallacea Hotspot is scheduled to conclude in September 2014 but the threats to biodiversity will remain, as will the commitment of Indonesian civil society to remain engaged to meet the challenge. Apart from the tasks in the coming year, primarily to strive toward the targets in the logical framework, CEPF and Burung Indonesia will push for further investment in the region, particularly to allow civil society to continue to grow and be a partner in conservation.

Appendix 1. Grants Awarded as of July 2023
(Large grants in **bold**, closed grants in gray highlight)

No.	CEPF ID	Organization	SD	Summary Title	Amount (USD)	Start Date	End Date
1	110865	Burung Indonesia	7	Regional Implementation Team	464,000	Aug-20	Sep-24
2	111685	Manengkel Solidaritas	4	Improving MPAs and Sustainable Fisheries Management in North Sulawesi	62,940	Apr-21	Sep-22
3	112129	Perkumpulan Destructive Fishing Watch Indonesia	3	Small-Scale Fisheries Management in Buton, Southeast Sulawesi	47,015	Apr-21	Jul-22
4	112134	Yayasan Teman Laut Indonesia	3	Improving Management of Small-Scale Tuna Fisheries and Thresher Shark Habitat in Alor	21,590	Apr-21	Jun-22
5	112135	Perkumpulan Kelompok Pengelola Sumber Daya Alam	2	Protecting Dugong Habitat in Bunaken National Park, North Sulawesi	32,143	Apr-21	May-22
6	112137	Yayasan Tana Ile Boleng	3	Using Local Wisdom for Coastal Management in Eastern Flores	19,439	Apr-21	Apr-22
7	112138	Perkumpulan Relawan untuk Orang dan Alam	4	Community-Based Marine Management in Togean Banggai, Central Sulawesi	32,143	Apr-21	Aug-22
8	112130	Perkumpulan TAKA	2	Community-Based Marine Conservation in the Pantar Strait of Indonesia's Alor Island	29,900	Apr-21	Apr-22
9	112136	Lembaga Pengembangan Masyarakat Lembata	4	Strengthening Customary Marine Management Systems, Lembata Island	47,612	Apr-21	Jan-23
10	112169	Habitiasi	3	Community-Based Marine Management on Tana Jampea Island, South Sulawesi	20,000	Apr-21	Jun-22
11	111696	Perkumpulan Pemberdayaan Masyarakat dan Pendidikan Konservasi Alam	4	Seagrass Ecosystem Management in Sangihe, North Sulawesi	60,757	May-21	Jul-23
12	111706	Yayasan Pengelolaan Lokal Kawasan Laut Indonesia	4	Conserving Marine Ecosystems and Building Sustainable Community Fisheries in Seram	64,794	May-21	June-23
13	111708	Perkumpulan Japesda	4	Strengthening Conservation and Management of Small-Scale Fisheries in Peleng-Banggai	64,991	May-21	Nov-22
14	111723	Lembaga Partisipasi Pembangunan Masyarakat	4	Sustainable Small-Scale Fisheries Management on Small Islands in West Seram	73,385	May-21	Dec-22
15	112018	Yayasan Konservasi Laut Indonesia	4	Community-Based Conservation Program for Octopus Fisheries in South Sulawesi	63,499	May-21	Oct-22

No.	CEPF ID	Organization	SD	Summary Title	Amount (USD)	Start Date	End Date
16	112538	Perkumpulan Sanggar Seni Lokal dan Pngiat Media Rakyat	3	Improved Mangrove Management in Peleng Banggai	17,914	Oct-21	Dec-22
17	112541	Sulawesi Community Foundation	2	Diversification of Small-Scale Fishery Products in the Sabalana Islands of Indonesia	32,225	Oct-21	Nov-22
18	112556	Yayasan Kompas Peduli Hutan	3	Improved Fishery Governance in the Banggai Islands of Indonesia	26,551	Oct-21	Nov-22
19	112543	Yayasan Romang Celebes Indonesia	2	Promoting Sustainable Sea Cucumber Harvest in the Pangkajane Islands	18,615	Oct-21	Nov-22
20	112555	Yayasan Ekonomi Keanekaragaman Hayati Laut Indonesia (YAPEKA)	4	Zero Bycatch Fishing Promotion and Improved Mangrove Management in the Sabalana Islands	11,466	Oct-21	Aug-22
21	112540	Karsa Institute	3	Improved Demersal Fishery Management in Kabalutan, Togeian Islands	32,492	Nov-21	Nov-22
22	112542	Lembaga Maritim Nusantara	3	Small-Scale Fishery and Reef Management in Banggai Laut	36,317	Nov-21	Nov-22
23	112539	Yayasan Rekam Jejak Alam Nusantara	2	Improved Fisheries Management in the Pangkajane Islands of Indonesia	38,264	Nov-21	Nov-22
24	112557	Yayasan Pengembangan dan Pemberdayaan Masyarakat	4	Fisheries Value Chain Enhancement on Haruku Island, Maluku	18,291	Dec-21	Dec-22
25	112654	Baileo	4	Building on Traditional Knowledge for Improved Management of Small-Scale Fisheries in Maluku	49,975	Jan-22	Jan-23
26	113166	Yayasan Sauwa Sejahtera	3	Indigenous Peoples Engagement in Coastal Resource Management in Negeri Waai	18,307	Jun-22	Jun-23
27	113194	Kelompok Konservasi Teripang Touna	4	Small-scale Fisheries Management in Taupan Island	12,857	Jun-22	Jun-23
28	112901	Coral Triangle Center Foundation	1	Empowering Communities for Dugong Conservation in the Lease Islands	131,981	Jul-22	Aug-24
29	112978	Yayasan Penyu Indonesia	1	Reduce Trade of Turtle Shell Products in Central Sulawesi	71,743	Jul-22	Dec-23
30	113208	Yayasan Toloka Togeian	3	Strengthening Local Economies through Small-scale Fisheries in Togeian Islands Corridor	25,075	Jul-22	Jul-23
31	113184	Institut Peyarita	6	Supporting Mangrove Protection in Indonesia with Small-scale Mangrove Crab Fisheries	17,951	Jul-22	Jul-23
32	113209	SIKAP Institute	3	Local Fisheries Governance to Support Coral Reef Conservation in Indonesia	18,600	Jul-22	Jul-23
33	112991¹	Manengkel Solidaritas	4	Improving MPA and Sustainable Fisheries Management in North Sulawesi, Phase II	70,149	Aug-22	Oct-23

¹ This grant serves as a continuation, or Phase 2, of the work started under Grant 111685.

No.	CEPF ID	Organization	SD	Summary Title	Amount (USD)	Start Date	End Date
34	113210	Perkumpulan Inovasi Komunitas	3	Building Capacity for Small-Scale Demersal Fisheries Governance in Lembanato Village	20,228	Aug-22	Aug-23
35	113328	Yayasan Khatulistiwa Alam Lestari	4	Sustainable Marine Ecosystem Conservation for Banggai Cardinal Fish in Indonesia.	7,341	Aug-22	Aug-23
36	113047	Yayasan Masyarakat dan Perikanan Indonesia	6	Strengthening the Capacity of Organizations Managing Small-Scale Fisheries in Wallacea	75,000	Sep-22	Aug-24
37	113195	Perkumpulan TAKA	6	Strengthening Livelihoods and Conserving Species in Alor Pantar Strait	42,857	Sep-22	Sep-23
38	112905²	Politeknik Pertanian Negeri Kupang	2	Community Action for Marine Habitat Conservation on the North Shore of Alor Island	469	Oct-22	Jan-22
39	112994	Yayasan Konservasi Laut Indonesia	4	Community-based Conservation Program for Octopus Fisheries in South Sulawesi, Phase II	63,102	Nov-22	Oct-23
40	112999³	Lembaga Partisipasi Pembangunan Masyarakat	4	Sustainable Small Scale Fisheries Management on Small Islands in West Seram, Phase II	69,999	Nov-22	Feb-24
41	113878	Nypah Indonesia	3	Sustainable Management of Crab Fisheries and Mangroves in Lampata	19,987	Jan-23	Jan-24
42	113827	Yayasan Banua Biru Indonesia	3	Sustainable Management of Crab Fisheries and Mangroves in Laoni, Bone	19,995	Jan-23	Jan-24
43	113838	Yayasan Bina Sejahtera Baru	3	Community Based Marine Conservation in Waienga Bay, Lembata, NTT	12,080	Feb-23	Feb-24
44	113212	Yayasan Tana Ile Boleng	3	Using Local Wisdom for Marine Conservation in Solor, NTT	19,987	Feb-23	Feb-24
45	114226	Yayasan Konservasi Laut Indonesia	4	Networking and Learning in the Wallacea Biodiversity Hotspot	31,237	Mar-23	May-23
46	114229	Yayasan Pengkajian dan Pengembangan Sosial	3	Strengthening Ocean Surveillance and Sustainable Use of Marine Resources in Indonesia	23,585	Apr-23	Apr-24
47	114339	Perkumpulan Destructive Fishing Watch Indonesia	3	Small-Scale Fisheries Management in the Wabula KBA	44,637	Jun-23	Aug-24
48	114365	Perkumpulan Relawan untuk Orang dan Alam	3	Developing female-led businesses in the Balantak Waters KBA	32,312	Jul-23	Sep-24

² The grant to Politeknik Pertanian Negeri Kupang, an academic institution, for \$469, was awarded as a large grant in October 2022, and then by mutual agreement, terminated four months later because of challenges the university had in receiving foreign grants. We list the grant here for transparency, full accounting of expenses, and to reflect the efforts of the RIT and CEPF Secretariat.

³ This grant serves as a continuation, or Phase 2, of the work started under Grant 111723.

Appendix 2. Summary Figures

Figure 1. Obligation by Strategic Direction

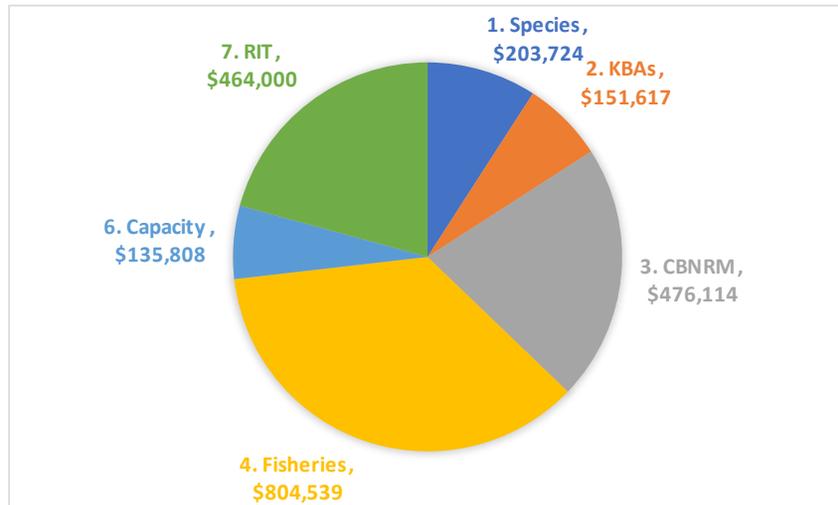


Figure 2. Pipeline and Obligation by Strategic Direction

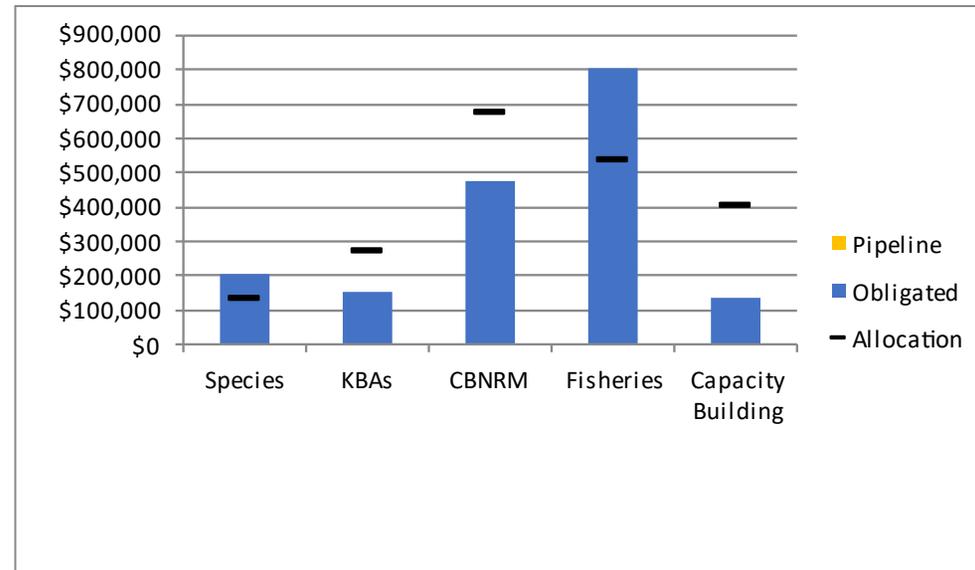
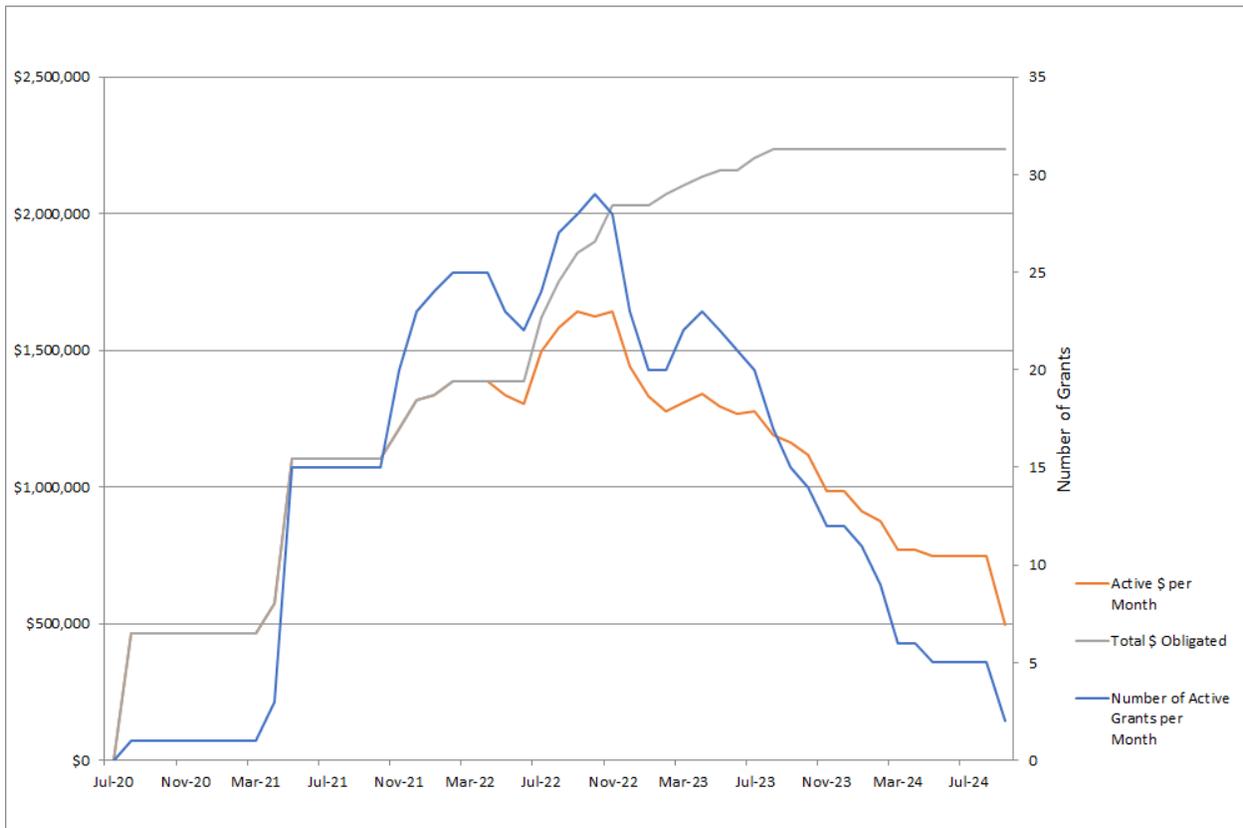


Figure 3. Obligation Trend



The gray line shows total dollars committed per the axis on the left. It shows that by July 2023, effectively all money was committed. By itself, this line is only marginally useful: it shows CEPF commitments increasing by year, with big jumps in the first part of the investment period.

The blue line shows the number of active grants at any given time, per the axis on the right. The blue line effectively shows workload of the Secretariat and RIT; in November 2022, there were 27 active large and small grants. That is, there were 27 different projects, or organizations, working in the field, writing reports, and needing supervision.

The orange line shows the total value in dollars of active grants at any give time, per the axis on the left. As expected, the blue and orange lines – number of active grants and value of those – move in correlation. The orange line is a reflection of risk: the amount of money committed by CEPF, or held by grantees, at any given time.

Appendix 3. Update on Progress Toward Targets in the Portfolio Logical Framework

Objective	Targets	Results
<p>Status of globally threatened biodiversity in Wallacea is more secure as a result of action by civil society organizations</p>	<p>At least 20 KBAs are better managed or protected by the end of the program</p>	<p>Actual to date: 20 (See Table 6 + Table 7) Expected total: 20</p>
	<p>At least 10,000 ha of production landscape (marine and coastal ecosystems) under improved/ sustainable management practices</p>	<p>Actual to date: 7,322 of coastal fishing ground Expected total: 168,000 hectares from grants in Soleh, Buano, Uwedikan, Sangihe coast, Seram coast, and Lease Islands</p> <p>Contributors to actual:</p> <ol style="list-style-type: none"> 1. LPPM: Corridor Buru Seascape, Soleh community 2. Manengkel: Corridor North Sulawesi, Lubang Batu and Mawali communities 3. Japesda: Corridor Togean Banggai, Uwedikan and Lambangan communities 4. Salanggar: Corridor Togean Banggai, Saiyong, Ambelang, Manggalai communities 5. Komiu: Corridor Togean Banggai, Bungin, Bulungkobit, Bakalan communities 6. LEMSA: Corridor Togean Banggai, Monsongan community 7. DFWI: Corridor Southeast Sulawesi, Wabula traditional communities

Intermediate Outcomes	Intermediate Indicators	Results
<p>Outcome 1: Threats to high priority <u>species</u> are reduced</p>	<p>The main threats to at least three priority marine species have been reduced at one key site for each species</p>	<p>Actual to date: 11 (Table 5)</p> <p>Expected total: 14 (Table 5 plus Green turtle, Hawksbill turtle, Humphead wrasse, Banggai cardinalfish, Black teatfish, White teatfish, Blackfish)</p>
<p>Outcome 2: Globally important sites are managed to conserve global biodiversity values</p>	<p>Management of at least ten legally established MPAs is enhanced through capacity building and collaboration with community or private sector stakeholders</p>	<p>Actual to date: 6 (Kawasan Konservasi Daerah Banggai Dalaka, Corridor Togean-Banggai, TPK Pulau Buano, Corridor Buru Seascape, Kawasan Konservasi Perairan di Kepulauan Lease, Corridor Buru Seascape, Kawasan Konservasi Perairan Daerah Perairan Selat Pantar, Corridor Solor-Alor, Kawasan Konservasi Perairan Daerah Perairan Lembata, Corridor Solor-Alor, Kawasan Konservasi Perairan Daerah Flores Timur, Corridor Solor-Alor)</p> <p>Expected total: 8</p>

Intermediate Outcomes	Intermediate Indicators	Results
	At least five unprotected marine KBAs are protected through the establishment of new official MPAs	<p>Actual to date: 3</p> <p>Expected total: 5</p> <p>Contributors to actual:</p> <ol style="list-style-type: none"> 1. Kawasan Konservasi Perairan Lembata, Keputusan Menteri Kelautan dan Perikanan No.95/2021 tentang Penetapan Kawasan Konservasi Perairan Lembata, Corridor Solor-Alor, grantee Barakat 2. Kawasan Konservasi Perairan Daerah Flores Timur, Corridor Solor-Alor, grantee YTIB 3. Liukang-Tangaya Marine Protected Area, Keputusan Menteri Kelautan dan Perikanan No. 72 tahun 2022 tentang Penetapan Kawasan Konservasi Perairan Liukang – Tangaya, Corridor Pangkajene Kepulauan, grantee Rekam Nusantara

Intermediate Outcomes	Intermediate Indicators	Results
<p>Outcome 3: Indigenous and local natural resource-dependent communities are engaged with integrated management of key sites and corridors</p>	<p>Community management institutions strengthened, and plans for management of coastal and marine resources adopted, by communities in at least 15 sites</p>	<p>Actual to date: 38 Expected total: 38</p> <p>Contributors to actual (number of communities per district)</p> <p><u>Togean-Banggai</u> 6 Dalaka 2 Banggai Darat 1 Banggai Laut 2 Balantak 1 Togean</p> <p><u>South Sulawesi</u> 4 Sabalana</p> <p><u>Southeast Sulawesi</u> 1 Wabula</p> <p><u>Buru</u> 7 Nusa Laut 1 Buano 1 Soleh</p> <p><u>North Sulawesi</u> 3 Minahasa 2 Sangihe</p> <p><u>Solor-Alor</u> 2 Solor 5 Lembata</p>
	<p>At least five communities apply limits to promote the sustainability of supply of marine resources (e.g. gear limits, quotas, zoning)</p>	<p>Actual to date: 38 Expected total: 38</p> <p>Contributors as from Indicator 3.1</p>

Intermediate Outcomes	Intermediate Indicators	Results
	At least three private sector companies agreed to support conservation actions for MPA management and species protection	<p>Actual to date: 1 (MoU with Association of Pole and Handline Fisheries in North Sulawesi)</p> <p>Expected total: 4 (to include formal MoUs with PT Aruna for octopus purchase in Togean-Banggai, Pertamina for mangrove rehabilitation in Peling Island, Pertamina for fishery product equipment in Minahasa)</p>
<p>Outcome 4: Indigenous and local communities dependent on marine resources are engaged with integrated management of key sites and corridors</p>	Management and protection of at least 10 existing community-based MPAs is strengthened [if community MPA=PA]	<p>Actual to date: 25 Expected total: 25</p> <p>Number of existing community-based MPAs currently strengthened:</p> <p><u>Togean-Banggai</u> 3 Dalaka 1 Banggai Laut</p> <p><u>South Sulawesi</u> 2 Sabalana</p> <p><u>Southeast Sulawesi</u> 1 Wabula</p> <p><u>Buru</u> 7 Nusa Laut 1 Buano</p> <p><u>North Sulawesi</u> 1 Minahasa</p> <p><u>Solor-Alor</u> 2 Solor 5 Lembata 2 Alor</p>

Intermediate Outcomes	Intermediate Indicators	Results
	At least 15 communities create new MPAs/no-take zones to protect key marine resources [if community MPA=PA]	<p>Actual to date: 18 Expected total: 18</p> <p>Number of community-based MPAs currently created in the following:</p> <p><u>Togean-Banggai</u> 3 Dalaka 1 Banggai Laut</p> <p><u>South Sulawesi</u> 2 Sabalana</p> <p><u>Southeast Sulawesi</u> 1 Wabula</p> <p><u>Buru</u> 6 Nusa Laut 1 Soleh</p> <p><u>North Sulawesi</u> 2 Minahasa</p> <p><u>Solor-Alor</u> 2 Solor</p>
<p>Outcome 6: Civil society in Wallacea has the capacity to identify, implement and sustain actions for maintenance of global conservation values</p>	75% of new grantees show an improvement in management capacity as a result of engagement with CEPF	<p>Actual to date: 0 Expected total: Too early to determine</p> <p>All grantees have completed baseline CSTT</p>
	At least 75% of approved grants for community-based work specifically address the gender implications of the project	<p>Actual to date: 0 Expected total: Too early to determine</p> <p>All grantees have completed baseline GTT; 14 have specifically integrated gender into project design</p>
	There is active networking between grantees on at least one key theme in at least three of the priority corridors	<p>Actual to date: 2 Expected total: 3</p> <p>Banggai Dalaka geographic cluster; MDPI fisheries peer-to-peer assistance across the hotspot</p>

Intermediate Outcomes	Intermediate Indicators	Results
<p>Outcome 7: Incorporation of CEPF-identified priorities into key stakeholder policies and programs results in more, better targeted funding for conservation in the hotspot, as addressed by the RIT or appropriate entities</p>	<p>CEPF grantees share ideas and collaborate on shared objectives outside the context of program-facilitated networking</p>	<p>Actual to date: 3 clusters Expected from existing grants: 3</p> <p>Clusters for octopus commodity management (Japesda, YKL, YAPEKA), marine OECM (YAPEKA, DFWI, Baileo, LMMA Foundation); Maluku NRM policy (Baileo, LPPM)</p>
	<p>Key government and donor stakeholders recognize and adopt good practice lessons from CEPF-funded projects</p>	<p>Actual to date: 0 Expected from existing grants: 10 local governments from 5 grants</p>

Appendix 4. Mid-Term Assessment Agenda and Participants

Wednesday, May 3rd 2023	
Time	Agenda
08.15 – 08.30	Registration
08.30 – 08.40	Welcoming remarks from Burung Indonesia
08.40 – 08.50	Welcoming remarks from CEPF
08.50 – 09.00	Wallacea Program Updates
09.00 – 10.45	Panel 1 : Project achievement by grantees
10.45 – 12.30	Panel 2 : Project achievement by grantees
12.30 – 13.30	Break
13.30 – 15.30	Panel 3 : Project achievement by grantees
15.30 – 16.00	Discussion
16.30 -18.00	Free time
Thursday, May 4th 2023	
Time	Agenda
08.15 – 08.30	Registration
08.30 – 08.35	Welcoming remarks from Burung Indonesia
08.35 – 08.40	Welcoming remarks from CEPF
08.40 – 08.45	Opening by Head of Marine and Fisheries Agency South Sulawesi
08.45 – 09.00	<i>Coffee Break</i>
09.00 – 10.15	Panel discussion
10.15 – 11.00	QnA
11.00 – 11.30	Feedback session
11.30 – 12.00	BIA Award announcement
12.15 - 13.30	Break
BREAKOUT GROUPS	
13.30 – 13.45	Brain storming and session introduction
13.45 – 14.00	Division of groups and rooms
14.00 – 15.45	Coaching clinic: case study and future plans
15.45 – 16.00	Conclusion
16.00 – 18.30	Strategic plan discussion
18.30 – 21.00	Dinner and networking

No.	Sex	Organization	Type
1	M	Antara TV	Media
2	M	Baileo Maluku	NGO/CSO
3	M	Burung Indonesia	RIT
4	F	Burung Indonesia	RIT
5	F	Burung Indonesia	RIT
6	F	Burung Indonesia	RIT
7	M	Burung Indonesia	RIT
8	M	Burung Indonesia	RIT
9	M	Burung Indonesia	RIT
10	M	Burung Indonesia	RIT
11	F	Burung Indonesia	RIT
12	F	Burung Indonesia	RIT
13	F	Burung Indonesia	RIT
14	F	Burung Indonesia	RIT
15	F	Burung Indonesia	RIT
16	M	Burung Indonesia	RIT
17	M	Burung Indonesia	RIT
18	M	CEPF	CEPF
19	M	CEPF	CEPF
20	M	CTC	NGO/CSO
21	M	CV. Indotropic Fishery	Private Sector
22	F	DFWI	NGO/CSO
23	M	Dinas Lingkungan Hidup Kab. Banggai Kepulauan	Government
24	M	DKP Provinsi Maluku	Government
25	M	DKP Provinsi Maluku	Government
26	M	DKP Provinsi Sulawesi Selatan	Government
27	M	DKP Provinsi Sulawesi Selatan	Government
28	M	DKP Provinsi Sulawesi Selatan	Government
29	F	DKP Provinsi Sulawesi Tengah	Government
30	M	DKP Provinsi Sulawesi Tengah	Government
31	M	FIKP - Universitas Hasanudin	Academia
32	F	Intepreter	Individual
33	M	Japesda	NGO/CSO
34	M	Karsa Institute	NGO/CSO
35	F	Komiu	NGO/CSO
36	F	Kompas	Media
37	M	LEMSA	NGO/CSO
38	F	LKBN Antara	Media
39	M	LPPM Maluku	NGO/CSO
40	F	MAC-P	Donor
41	F	Manengkel	NGO/CSO
42	M	Mongabay	Media
43	M	Packard	Donor
44	M	Portal Metro	Media
45	M	Rekam	NGO/CSO

No.	Sex	Organization	Type
46	M	ROA	NGO/CSO
47	M	Salanggar	NGO/CSO
48	M	Sikap Institute	NGO/CSO
49	M	TAKA	NGO/CSO
50	M	Universitas Tadulako	Academia
51	F	Walton	Donor
52	M	YAPEKA	NGO/CSO
53	M	Yayasan Khatulistiwa Alam Lestari	NGO/CSO
54	F	Yayasan Konservasi Indonesia	NGO/CSO
55	M	Yayasan Penyu Indonesia	NGO/CSO
56	M	YKLI	NGO/CSO
57	F	YKLI	NGO/CSO
58	M	YKLI	NGO/CSO
59	M	YKLI	NGO/CSO
60	M	YKLI	NGO/CSO
61	F	YKLI	NGO/CSO
62	M	YKLI	NGO/CSO
63	M	YKLI	NGO/CSO
64	F	YRC	NGO/CSO
65	F	YTIB	NGO/CSO