CRITICAL ECOSYSTEM PARTNERSHIP FUND

Final Assessment

CEPF Investment in the Wallacea Biodiversity Hotspot

December 2014 – June 2020

Table of Contents

1. Introduction

The Critical Ecosystem Partnership Fund (CEPF) is designed to safeguard the world's biologically richest and most threatened regions, known as biodiversity hotspots. It is a joint initiative of l'Agence Française de Développement (AFD), Conservation International (CI), the European Union (EU), Fondation Hans Wilsdorf, the Global Environment Facility (GEF), the Government of Canada, the Government of Japan, and the World Bank. A fundamental purpose of CEPF is to engage civil society, such as community groups, nongovernmental organizations (NGOs), academic institutions and private enterprises, in biodiversity conservation. This is done through a combination of grant making and capacity development.

This report assesses achievement of the goals established in the Wallacea Biodiversity Hotspot Ecosystem Profile and summarizes lessons from the grant portfolio over the period of December 2014 to June 2020. The findings are drawn from the experience, project reports, and deliverables generated by civil society groups implementing CEPF grants. This report builds upon previous Annual Portfolio Overviews, the Mid-Term Assessment of July 2017, a series of "final assessment" events conducted in Makassar, South Sulawesi (2-3 October 2019) and Jakarta (9 October 2019), and a series of online and in-person workshops held in early 2022.

Wallacea (Figure 1), 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, covers 338,000 km^2 and qualifies as a biodiversity hotspot due to its high levels of plant endemism and extensive habitat loss. The chief causes of habitat loss include overexploitation of natural resources, degradation, fragmentation and conversion, and pressure from human population growth and economic development. Wallacea is an archipelago, 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.

Wallacea, 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 species of vascular plants, 127 species of mammals, 274 species of birds, 99 species of reptiles, 33 species of amphibians, 50 species of freshwater fish, and 110 species of marine fish. There are also as many as 400 species of coral in the region. Notable endemic species include tarsiers, macaques, Flores hawk-eagle (*Nisaetus floris*) and Komodo dragon (*Varanus komodoensis*).

The hotspot is a terrestrial conservation priority that includes lowland evergreen and semi-evergreen forests, lowland monsoon forest, montane forest, karst areas, 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. Marine conservation is of equal importance: 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. Thus, the geographic scope of the hotspot is considered to include near-shore marine habitats, such as coral reefs and seagrass beds, in addition to terrestrial habitats.

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 achieving the twin demands for economic growth and conservation of biodiversity.

Figure 1. Map of the Wallacea Biodiversity Hotspot

2. CEPF Niche and Strategy for Investment

From June 2013 through June 2014, a team of experts from Burung Indonesia, the BirdLife International Secretariat, the Bogor Agricultural University Center for Marine and Coastal Studies, the Samdhana Institute, the Wildlife Conservation Society's (WCS's) Indonesia Program, Hametin Associates of Timor-Leste, and the CEPF Secretariat led a process of stakeholder consultation, data analysis, Key Biodiversity Area (KBA) delineation, and writing. Ultimately, this expert team consulted 301 stakeholders from civil society, government and donor organizations to gather and synthesize data on biodiversity, socioeconomic context, institutional context, climate change, ecosystem services, and ongoing and planned conservation investments in the hotspot countries.

Across the three bioregions of Sulawesi, Maluku and the Lesser Sundas, the team identified 560 globally threatened species, 391 KBAs (covering 89,000 km^2), 10 terrestrial corridors and 16 marine corridors. To match the level of funding available from CEPF with a concomitant geographic scope, CEPF and the consulted stakeholders prioritized 22 terrestrial species, 22 non-coral marine species, 176 coral species, 142 KBAs and 12 corridors. As many of the priority KBAs were small, on adjacent islands, or dyads of terrestrial KBA abutting a marine KBA, the team further identified 26 priority KBA clusters to focus work. KBA prioritization was based on number of globally threatened species, urgency for conservation action and need for additional donor investment. Species prioritization was based on threat status, hotspot population in relation to global population, need for conservation action, urgency of action and need for additional donor investment.

The ecosystem profile defined CEPF's niche as *supporting a diversity of civil society organizations with varying levels of capacity to achieve conservation outcomes and environmental sustainability within the increasingly important national agendas of economic growth.* This was expressed via a series of strategic directions and investment priorities, which each had a nominal allocation of funding, as shown in Table 1.

Table 1. Strategic Directions, Investment Priorities and Funding Allocation per Ecosystem Profile

Strategic Direction	Investment Priority	Funding
1. Address threats to high priority species	1.1 Provide information to promote species outcomes and allow for monitoring and improved policies and programs of local and national government and other stakeholders	$400,000
	1.2 Change behavior of trappers, traders or buyers through appropriate enforcement, education, incentives and alternatives	
2. Improve management of sites (KBAs) with and without official protection status	2.1 Facilitate effective collaboration between CSO, local and indigenous communities and park management units to improve planning and management of official protected areas	$1,000,000
	2.2 Develop and implement management approaches that integrate sustainable use by business or local stakeholders with conservation of ecosystem values in KBAs outside official protected areas	
	2.3 Support surveys, research, and awareness campaigns to create new protected areas or better manage KBAs without protection status	
	2.4 Work with central and local governments on specific legal and policy instruments, including land use plans and development plans, for better site management, and build a constituency of support for their promulgation and implementation	

Strategic Direction	Investment Priority	Funding
3. Support sustainable natural resource management by communities in priority sites and corridors	3.1 Support community institutions to secure adequate rights over resources, and to develop and implement rules on resource use	$750,000
	3.2 Develop alternatives for livelihoods otherwise dependent on unsustainable resource management practices and enhance markets for sustainably produced products and services	
	3.3 Propose specific legal and policy instruments to address obstacles to effective community based natural resource management at local or national level	
4. Strengthen community-based action to protect marine species and sites	4.1 Support the identification and establishment of new local marine protected areas	$1,450,000
	4.2 Strengthen local institutions and mechanisms for management and monitoring of marine protected areas	
	4.3 Support the engagement of local government to increase the financial sustainability and legal effectiveness of local marine protected areas	
	4.4 Facilitate the sharing of lessons and experiences between stakeholders involved in marine conservation initiatives	
5. Engage the private sector in conservation of priority sites and corridors, in production landscapes, and throughout the hotspot	5.1 Engage with the private sector, business associations, and chambers of commerce so that corporate social responsibility (CSR) funding supports the goals of the Ecosystem Profile	$1,000,000
	5.2 Encourage mining and plantation companies and their funders and buyers, to consider conservation values in management of concessions and rehabilitation of production areas	
	5.3 Establish links between CSOs and organizations undertaking campaigns with consumers, financiers, and consumer-facing companies to create market-related incentives and disincentives for private sector to support conservation actions	
	5.4 Support efforts for mediation or formal engagement with mining and other industry to reduce threats from unlicensed operators or those operating with an illegitimate license	
6. Enhance civil society capacity for effective conservation action in Wallacea	6.1 Enhance the capacity of civil society to identify, plan and undertake surveys, planning, implementation, and monitoring of conservation actions	$750,000
	6.2 Catalyze networking and collaboration among community groups, NGOs, private sector, and other elements of civil society	
	6.3 Increase the volume of sustainable funding available to civil society for conservation actions via capacity building and appropriate mechanisms	
7. Provide strategic leadership and effective coordination of conservation investment through a Regional Implementation Team	7.1 Operationalize and coordinate CEPF's grant-making processes and procedures to ensure effective implementation of the investment strategy throughout the hotspot	$1,500,000
	7.2 Build a broad constituency of civil society groups working across institutional and political boundaries towards achieving the shared conservation goals described in the ecosystem profile	
	7.3 Engage governments and the private sector to mainstream biodiversity into policies and business practices	
	7.4 Monitor the status of biogeographic and sectoral priorities in relation to the long-term sustainability of conservation in the hotspot	
	7.5 Implement a system for communication and disseminating information on conservation of biodiversity in the hotspot	
	Total	**$6,850,000**

3. Regional Implementation Team

3.1. RIT Structure

Burung Indonesia (Burung) held a $1,500,000 grant to serve as the Regional Implementation Team. 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, as well as for its access to the capital's policymakers and business interests.

As the RIT, Burung was also responsible for managing the CEPF small grants mechanism (SGM) in the hotspot. The SGM ultimately grew to $1,382,344, from which Burung could issue grants of up to $40,000.

Burung is a multi-faceted organization, with multiple work-streams and staff who allocate their time to several donors. This enabled economies of scale for CEPF, as Burung could assign any one of several full-time experts to CEPF tasks for a discrete period. By March 2015, all staff were in place. Table 2 shows the team as of June 2020. This team was remarkably consistent, with only one position, the monitoring and evaluation specialist, changing over the course of investment.

Table 2. RIT Staffing, 2015-2020

Location	Name	Position
Bogor	Adi Widyanto	Team leader
Bogor	Ratna Palupi	Administrator
Bogor	Rini Suryani	Small grants manager
Bogor	Jihad	Biodiversity Mainstreaming Officer
Bogor	Deni Sukri Wijaya	Partners Development Officer / M&E
Bogor	Malvin Budi Suwandi	Finance
Bogor	L. Abdi Wirastami	Conservation Planner / GIS Specialist
Makassar	Andi Faisal	Sulawesi program manager
Ambon	Vincentia Widyasari	Maluku program manager
Labuan Bajo	Tiburtius Hani	Nusa Tenggara Timur program manager

In addition to those named above, Burung also allocated time of its senior personnel, including its executive director (Dian Agista), conservation adviser (Agus Utomo), knowledge management adviser (Tom Walsh), senior scientist (Ria Saryanthi) and contracts manager (Henny Sembiring), to support the program in multiple ways. Burung also assigned other relevant staff to assist with CEPF tasks as appropriate, including for communications and accounting.

3.2. Secretariat and RIT Grant Management

CEPF followed its standard methodology for grantmaking in Wallacea. This consisted of "large grants," of greater than $40,000, awarded by CEPF, and "small grants" of $40,000 or less, awarded by the RIT via the SGM. For large grants, CEPF formally received LOIs, and then invited proposals, via its Grants Enterprise Management (GEM) system, from 2015 to

2016, and then via its ConservationGrants system beginning in 2017. The RIT managed solicitations and reporting on small grants using offline systems out of its offices in Bogor.

There was one CEPF Grant Director over the life of the portfolio: Dan Rothberg. There were three Grant Managers over the life of the program, reflecting a typical staff turnover for that position over the period. The continuity of the CEPF Grant Director and senior members of the RIT was a huge benefit to the program.

As shown in Annex 1, at any given moment, the RIT and the CEPF Secretariat were managing multiple active small and large grants. This peaked at 54 active grants June 2017.

4. Impact Summary

The annexes to this report include a summary of impacts in relation to the targets in the portfolio logical framework from the ecosystem profile (Annex 2), CEPF's global indicators (Annex 3) and the Aichi targets of the Convention on Biodiversity (Annex 4). The summaries below reflect each of those indicators in ways of interest to varying stakeholders.

Biodiversity Conservation

- Number of KBAs with strengthened management: 75 (51 terrestrial, 24 marine)
- Hectares of KBAs with strengthened management: 261,099 (232,091 terrestrial, 29,008 marine)
- Hectares of production landscape under improved management: 224,272 (2091 165 terrestrial, 15,108 marine)
- Number of new protected areas formally declared/expanded: 23 (7 terrestrial, 16 marine)
- Hectares of new protected area: 36,826 (22,926 terrestrial, 13,900 marine)
- Number of globally threatened species benefiting from study and action: 35

Strengthening Civil Society

- Number of organizations directly receiving CEPF funds: 68
- Of those, the number that are local/national organizations: 63
- Percent of total grant funding received by local/national grantees, excluding the RIT: 79
- Number of organizations with an increase of 5 points or more on the Civil Society Tracking Tool (CSTT): 20
- Number of small grants that "graduated" to large grants: 9
- Number of region-wide networks/partnerships strengthened or created: 5
- Number of community associations, village bodies or local conservation groups created: 69

Human well-being

- Number of people receiving training: 12,394
- Number of people receiving non-cash benefits from CEPF projects: 110,400
- Number of people with increased income due to livelihood activities: 343

Enabling conditions

- Number of communities benefiting from engagement of CEPF grant-funded activities: 169
- Value of state resources, co-financing, in-kind labor and organizational resources provided as leverage or to support CEPF grantee work: US$6,689,317

5. Implementation

5.1. Collaboration with CEPF Donors and Other Funders

The CEPF Secretariat and Burung Indonesia collaborated directly and indirectly with donors and government agencies in Indonesia and Timor-Leste at multiple levels. Burung maintained regular engagement with:

- The World Bank, to ensure synergy with its coastal resources management project (formerly known as COREMAP) in the context of the larger Coral Triangle Initiative.
- The GEF Operational Focal Point within the Ministry of Forestry and Environment, to promulgate the goals of the ecosystem profile more widely within the government.
- Relevant national government agencies, particularly for protected areas, forestry and marine affairs.
- Multiple provincial and *kabupaten* (regency) level offices, including both local government and the field personnel of national government agencies (e.g., BKSDA).
- The leadership of major conservation organizations, including WCS, WWF, TNC, FFI and CI, and KEHATI, a conservation trust fund able to support civil society throughout the country.
- USAID-funded projects on coastal resources management (the SEA project) and climate change (the APIK project), both of which overlap technically and geographically with the goals of CEPF.
- The World Bank-funded Dedicated Grant Mechanism for Indonesia, implemented by Yayasan Samdhana, which makes small grants to traditional communities.
- The US Government-funded Millennium Challenge Account for Indonesia (MCA-I), which has given a $2 million grant to Burung Indonesia to promote sustainable natural resource management in Sumba. Achievements in Sumba directly feed into the CEPF logical framework.

5.2. Resource Allocation

The ecosystem profile for the hotspot was formally approved in June 2014 and the five-year investment period began in December of that year with the commencement of the RIT grant. The total spending authority for the hotspot was $6,850,000, with the plan being to have obligated all funds and close all grants by November 2019. (Due to some no-cost extensions, which extended grants into early 2020, and then the COVID-19 pandemic, the portfolio closed only in June 2020.)

The CEPF Secretariat and RIT released calls for LOIs to solicit applications for Strategic Directions 1, 2, 3, 4, 5 and 6, as shown in Table 3. LOIs that were reviewed positively moved on to the full proposal stage and, in most cases, to eventual award of grants.

Table 3. Wallacea Calls for Letters of Inquiry

No.	Release Date	Due Date	LOIs Received	
			Large	Small
1	January 16, 2015	February 9, 2015	18	0
2	May 25, 2015	June 26, 2015	1	30
3	July 31, 2015	August 31, 2015	13	0
4	November 2, 2015	December 1, 2015	24	47
5	February 4, 2016	March 3, 2016	16	0
6	March 7, 2016	April 8, 2016	21	51
7	September 1, 2016	September 30, 2016	6	10
8	November 1, 2016	December 13, 2016	4	0
9	December 27, 2016	January 31, 2017	33	0
10	January 20, 2018	February 20, 2018	0	67
11	February 5, 2018	February 28, 2018	17	0
	Grant by invitation	Not applicable	2	2
Total			**155**	**207**
			362	

Ultimately, 33 large grants (a 21 percent success rate for applicants) and 75 small grants (a 36 percent success rate) were awarded. This reflects work for the CEPF Secretariat and RIT (i.e., reading and processing proposals) but also reflects on the quantity of demand from civil society.

Table 4 summarizes grants awarded by strategic direction. Annex 1 offers similar information in a graphic format, while Annex 5 provides further details on all 109 awarded grants (large, small and RIT).

Table 4. Grant Awards by Strategic Direction

Strategic Direction	Allocation	Large Grants		Small Grants		Total		Value to Allocation
		Count	Value	Count	Value	Count	Value	
1. Species	$400,000	2	$321,917	11	$171,819	13	$493,737	123%
2. Sites	$1,000,000	7	$1,016,487	15	$249,998	22	$1,266,485	127%
3. CBNRM – Terrestrial	$750,000	9	$850,370	26	$488,386	35	$1,338,757	179%
4. CBNRM – Marine	$1,450,000	11	$1,008,524	17	$317,609	28	$1,326,134	91%
5. Private sector	$1,000,000	2	$140,176	2	$51,620	4	$191,795	19%
6. Civil society	$750,000	2	$470,636	4	$102,384	6	$573,020	76%
7. RIT	$1,500,000	1	$1,499,389			1	$1,499,389	100%
Total	**$6,850,000**	**34**	**$5,307,500**	**75**	**$1,381,817**	**109**	**$6,689,317**	**98%**
Percent (without RIT)		**31%**	**73%**	**69%**	**27%**			

As will be discussed below, less money was used for Strategic Direction 5 than originally allocated, reflecting over-estimation by the authors of the ecosystem profile of the demand for such activities and the capacity of civil society to implement such work.

The median value of awards for large grants was $94,300, with a median duration of 24 months. Small grants had a median value of almost $17,650 and a median duration of 11 months. Small grants were capped at $40,000. A different way to understand grants is by size range (Table 5).

Table 5. Large and Small Grant Awards by Value (not including RIT)

Range	Count
$0 to $10,000	11
$10,001 to $14,999	12
$15,000 to $19,999	34
$20,000 to $39,999	18
$40,000 to $79,999	10
$80,000 to $99,999	9
$100,000 to $169,999	8
$170,000 to $320,000	6
Total	**108**

CEPF did not make allocations of funding to Indonesia versus Timor-Leste at the time of the ecosystem profile. Rather, awards were based on demand and merit. Ultimately, only three large grants (and no small grants) were awarded in Timor-Leste, reflecting the priorities of the ecosystem profile, relatively few applications from Timor-Leste, weak applications from Timor-Leste, and the difficulty Burung Indonesia would have had making and supervising small grants in the country. Total granting to Timor-Leste was $502,925, skewed by an approximately $295,000 grant to CI and a $170,000 grant to a high-capacity Indonesian organization (the Coral Triangle Center Foundation). One grant was awarded to a local Timorese group, the Centro de Desenvolvimento Comunitario, for approximately $40,000. The challenges of granting in Timor-Leste are discussed in Section 12 on lessons from the portfolio.

CEPF also tracked individual grants by the type of organization receiving the funds, where type was characterized as either *local* (defined as organizations based in one of the two hotspot countries), or *international* (defined as organizations based outside the two hotspot countries), as shown in Table 6.

Table 6. Grants to International and Local Organizations by Award Type

Type	Large Grants		Small Grants		Total		Percentage (without RIT)	
	Count	Value	Count	Value	Count	Value	Count	Value
International	7	$1,108,091	0	$0	7	$1,108,091	6%	21%
Local	26	$2,700,020	75	$1,381,817	101	$4,081,837	94%	79%
RIT	1	$1,499,389	0	$0	1	$1,499,389	n/a	n/a
Total	**34**	**$5,307,500**	**75**	**$1,381,817**	**109**	**$6,689,317**		

This table is further refined in Table 7, which shows distinct grantees (i.e., recipient organizations), as opposed to grants, reflecting that some organizations received more than one grant.

Table 7. International and Local Grants by Distinct Recipient (without RIT)

Type	Count	Percentage	Obligation (USD)	Percentage (without RIT)
International	5	7%	$1,108,091	21%
Local	62	93%	$4,081,837	79%
RIT	1	n/a	$1,499,389	n/a
Total	**68**		**$6,689,317**	

As the tables show, CEPF and the RIT made awards to 67 unique organizations, of which 62 were local. These groups received 79 percent of all available non-RIT funds. This is large amount compared to many CEPF hotspots, reflective of the high capacity of organizations in the region. Including the RIT (which is also a local organization), 83 percent of all funds in the portfolio went to 63 local groups.

5.3. Portfolio Investment by Strategic Direction

Strategic Direction 1. Address threats to high priority species

Grantmaking within this strategic direction was meant to support field surveys, monitoring, data collection that led to improved policies and implementation of policies, and changes in behavior by trappers, traders and buyers, through enforcement, education, incentives and alternatives.

Stakeholders readily understood this type of strategic direction, as it was similar in focus to those of many other donors (e.g., IUCN Save Our Species Fund, Darwin Initiative, Rufford Foundation) and allowed for grants targeting charismatic species, such as Komodo dragon, maleo (*Macrocephalon maleo*), eagles and cockatoos. However, these grants supported more than just studies. They pushed boundaries by showing how to incorporate species ecology into infrastructure development, such as important bird habitat around the Malili Lakes of Sulawesi. They also worked to change awareness of the Indonesian buyers of illegally caught wild birds, with the goal of reducing demand, and they engaged with government authorities for interdiction efforts to disrupt illegal wildlife trade networks.

Strategic Direction 2. Improve management of sites (KBAs) with and without official protection status

Grantmaking within this strategic direction is focused on sites, whether formally protected or not protected. It included funds to facilitate collaboration between formal and informal managers, better planning, better management, community awareness, site-oriented research, engagement with local government on development planning and monitoring.

While CEPF awarded 22 grants under this strategic direction, this under-represents the amount of work on KBAs, as the vast majority of grants were tied to specific KBAs with either a direct or indirect goal of improving the management of those. Grants in this strategic direction included better management of: (1) areas that already had protected status (e.g., Sahendaruman Forest on Sangihe Island, better monitoring of Timor-Leste's protected areas); (2) areas that did not have protected status (e.g., the watershed surrounding Lake Poso, Komodo dragon habitat in the coastal forests of Flores Island); and (3) creation of new protected areas (e.g., designation of 273 hectares of the Karaeng-Lompobattang KBA as formally protected).

Strategic Direction 3. Support sustainable natural resource management by communities in priority sites and corridors

Grantmaking under this strategic direction considers site management from the perspective of improving community processes, institutions, rights over resources, sustainable resource use, alternative livelihoods and local legal instruments.

As evident from Table 4, apart from the RIT, the largest amount of money went to this strategic direction, reflecting applicant interest in community development and improved livelihoods. With many of the awarded grantee organizations having community development backgrounds, as opposed to being pure conservation organizations, this is not surprising, and, as noted with Strategic Direction 2, there is a fine line between "improved site-oriented management" versus "site-oriented community management". Typical grants included sustainable agriculture and buffer zone management are Aketajawe-Lolobata National Park in North Maluku, promotion of sustainable livelihoods surrounding Flores National Park, promotion of indigenous knowledge to better manage forests in Halmahera, and promoting sustainable coffee and cocoa production in Bantaeng.

Strategic Direction 4. Strengthen community-based action to protect marine species and sites

Whereas SD 3 focused on terrestrial sites, SD 4 focused on coastal sites. Grantmaking within this strategic direction promoted local engagement in the management of coastal and marine resources, establishing marine protected areas (MPAs), improving the financial sustainability of these areas and creating networks of MPA managers.

Typical grants included promotion of ecotourism around iconic species (e.g., sea turtles on Buru Island, dugongs on Sangihe and Talaud), better management of mangroves in North Maluku, and engagement of fishers and coastal communities throughout the region. This strategic direction also allowed for strengthening of customary law and practice for management of waters off the coast of Lembata, Buano and the Lease Islands off the coast of Ambon.

Strategic Direction 5. Engage the private sector in conservation of priority sites and corridors, in production landscapes, and throughout the hotspot

This strategic direction had broad ambitions. It was meant to: inform private sector players about the existence and importance of KBAs through business associations and local chambers of commerce; encourage more corporate and social responsibility funding; engage with mining and plantation companies (and their funders and buyers) to consider conservation values in management of concessions and rehabilitation of mined areas; establish links between local CSOs and organizations undertaking campaigns with consumers, financiers and consumer-facing companies to create market-related incentives and disincentives for private sector to support conservation actions; and support efforts for mediation or legal action to reduce threats from illegitimate mining operations.

As Table 4 shows, this strategic direction had the least uptake from applicants, a result that is not atypical for CEPF portfolios. The challenge with this strategic direction was a mismatch between the size of CEPF grants (recalling that the median amount for large grants was $94,300) and the organizational capacity of typical partners (often local NGOs with a focus on community development or conservation) compared to the types of skills, and funding, needed to engage with large Indonesian and multi-national companies. Apart from four grants (addressing mining in South Sulawesi and industrial pollution in Lake Poso,

and creating a forum for NGOs and private companies to engage), the RIT and CEPF Secretariat made a purposeful decision to reallocate funds away from this strategic direction. Nevertheless, throughout the investment period, large international NGOs such as CI, IUCN, WCS and WWF, and Indonesian advocacy organizations, such as WALHI, were undertaking the tasks envisaged in SD5, just doing so with funding from donors other than CEPF.

Strategic Direction 6. Enhance civil society capacity for effective conservation action in Wallacea

This strategic direction allowed for grants that built the management capacity, technical capacity, networking and funding for CSOs.

While only six grants were awarded under this strategic direction, with less money allocated than originally planned, the reality is that practically every grant to a local organization had an element of capacity building. Nonetheless, two grants stood out. The grant to Yayasan Penabulu was for capacity building writ large across the CEPF portfolio, with this dedicated training and organizational governance group leading seminars and networking events in different geographic (island) clusters. Separately, the grant to Yayasan Kehutanan Masyarakat Indonesia (known by its Indonesian acronym as FKKM) ensured participation by Wallacea-based NGOs in a nation-wide network of groups working to revise conservation and forestry laws in Indonesia. The result of the work of FKKM, and its subordinate partners, had great impact in improving community rights, and the position of CSOs, in the management of natural resources.

6. Biodiversity Conservation Results

6.1. Globally Threatened Species and CEPF Priority Species

The ecosystem profile identified 308 globally threatened terrestrial species and 252 globally threatened marine species (the latter included 176 species of coral). The profile then prioritized for CEPF investment 22 terrestrial species, 21 marine species, 10 collected species of sea cucumbers, and all the corals. Table 8 lists the species addressed by specific projects, showing that projects specifically addressed 29 terrestrial species (including 8 out of 22 priority species), four marine species (including 3 out of 21 priority species) and corals as a priority species group.

Grantee actions included:

- **Species-specific efforts,** such as those of the Profauna Indonesia, which worked to intervene in the illegal trade of wild birds within Indonesia, largely from Maluku to Java, where the animals are kept as pets. Profauna worked in the habitats of white cockatoo (*Cacatua alba*) and chattering lory (*Lorius garrulus*) to raise awareness of hunters and traders regarding the illegality of capturing these species. At the same time, they conducted public campaigns in East Java to educate bird buyers, often young people, away from purchasing illegally caught birds.

- **Species-focused site management**, such as the work of Rainforest Alliance and Perkumpulan Payo-Payo, which promoted sustainable and pesticide-free agriculture in South Sulawesi's Bantimurung Bulusaraung KBA to benefit Lompobattang flycatcher (*Ficedula bonthaina*).

- **Raising awareness** of local communities about the presence and tenuous status of particularly species; for example, groups like Sampiri and Aliansi Jurnalis Independen Kota Gorontalo, working in North and Central Sulawesi, respectively, helped fishers learn more about sea turtles. The fishers knew the turtles were present, of course, but did not realize that they were globally threatened or legally protected.

Table 9 lists the species named as priorities in the ecosystem profile that had no direct intervention. However, Table 8 surely under-counts the number of species positively affected. Accepting the methodology used to identify KBAs, by definition, any project that led to the improved management of a KBA, as described in the section below, led to better species outcomes.

Separately, it is fair to ask why the ecosystem profile listed so many species not specifically addressed by grants. In some cases, like that of Rote island snake-necked turtle (*Chelodina mccordi*), the Government of Indonesia devoted resources to the habitat area, obviating the need for further CEPF support. In other cases, like that of the large marine species (e.g., whales, whale shark (*Rhincodon typus*), rays), the interventions required went beyond the scope of typically sized CEPF grants. Finally, certain butterfly and plant species simply did not draw the interest of qualified applicants.

Table 8. CEPF Priority Species and Other Globally Threatened Species Addressed by Grant Recipients
(CEPF priority species in gray, terrestrial/freshwater species in green, marine species in blue)

No.	Latin name	Common name	Grantee	Intervention
Birds				
1	*Aethopyga duyvenbodei*	Elegant sunbird	Perkumpulan Sampiri	Relationship of species habitat and biodiversity services
2	*Cacatua alba*	White cockatoo	Profauna, LPPM, AMAN Maluku Utara	Awareness of hunters and traders, mapping, institutionalization of traditional protection practices
3	*Cacatua moluccensis*	Salmon-crested cockatoo	LPPM	Institutionalization of traditional protection practices
4	*Cacatua sulphurea*	Yellow-crested cockatoo	BARAKAT, YAKINES	Village-level regulations to reduce land conversion
5	*Coracornis sanghirensis*	*Sangihe whistler*	Perkumpulan Sampiri	Relationship of species habitat and biodiversity services
6	*Eos histrio*	Red-and-blue lory	Perkumpulan Sampiri, IDEP	Relationship of species habitat and biodiversity services, monitoring trade, species-friendly agriculture
7	*Eulipoa walleci*	Moluccan megapode (scrubfowl)	Baileo, Yayasan Perguruan Kristen Halmahera	Protection of spawning ground
8	*Eutrichomyias rowleyi*	Cerulean flycatcher	Perkumpulan Sampiri	Relationship of species habitat and biodiversity services
9	*Ficedula bonthaina*	Lompobattang flycatcher	Rainforest Alliance, Perkumpulan Payo-Payo	Species-friendly agriculture/coffee, relationship of species habitat and biodiversity services
10	*Loriculus flosculus*	Wallace's hanging parrot	Ayu Tani Mandiri, BARAKAT	Species-friendly forestry/agroforestry
11	*Lorius domicella*	Purple-naped lory	LPPM	Institutionalization of traditional protection practices
12	*Lorius garrulus*	Chattering lory	Profauna	Awareness of hunters and traders
13	*Macrocephalon maleo*	Maleo	Aliansi Jurnalis Indepen Kota Gorontalo	Village spatial planning
14	*Nisaetus floris*	Flores hawk-eagle	Tananua, Ayu Tani Mandir, BARAKAT	Species-friendly forestry/agroforestry
15	*Symposiachrus boanensis*	Boano monarch	LPPM	Institutionalization of traditional protection practices
16	*Treron floris*	Flores green pigeon	Ayu Tani Mandiri, BARAKAT	Species-friendly forestry/agroforestry
Freshwater Fish				
17	*Adrianichthys kruyti*	Duck-billed buntingi	IMUNITAS, YPAL, KARSA, Perkumpulan Wallacea	Lake Poso management, sustainable agriculture, conservation agreements

No.	Latin name	Common name	Grantee	Intervention
18	*Glossogobius matanensis*	Endemic lake goby	Universitas Andi Jemma Fakultas Perikanan, Yayasan Sauwa Sejahtera	Village regulations for control of use of fish stocks
19	*Weberogobius amadi*	Poso bungu	IMUNITAS, YPAL, KARSA, Perkumpulan Wallacea	Lake Poso management, sustainable agriculture, conservation agreements
20	*Xenopoecilus poptae*	Potpta's buntingi	IMUNITAS, YPAL, KARSA, Perkumpulan Wallacea	Lake Poso management, sustainable agriculture, conservation agreements
Mammals				
21	*Ailurops ursinus*	Sulawesi bear cuscus	AMAN Sinjai, Balang	Village mapping, traditional knowledge
22	*Babyrousa togeanensis*	Togian babirusa	Aliansi Jurnalis Indepen Kota Gorontalo	Local awareness of species habitat
23	*Dugong dugon*	Dugong	WCS, YAPEKA, Manengkel, Baileo, LPPM, BARAKAT	Local awareness of species habitat, traditional fishing zones
24	*Macaca maura*	Moor macaque	Jurnalis Advokasi Lingkungan Celebes	Karst habitat conservation
25	*Tarsius tumpara*	Siau Island tarsier	Celebes Biodiversity	Awareness of hunters and traders
Mollusks				
26	Coral spp (176 spp)	Coral	Japesda, SIKAP, YPPS, Yayasan Studi Etnologi Masyarakat Nelayan Kecil	Awareness of reefs, regulations, patrols
27	*Corbicula possoensis*	Freshwater clam spp	IDEP	Species habitat delineation
28	*Miratesta celebensis*	Freshwater snail spp	IDEP	Species habitat delineation
Plants				
29	*Hopea celabica*	Dipterocarp spp	IMUNITAS, Universitas Andi Jemma Fakultas Kehutanan	Mapping and establishing community protected areas
30	*Vatica flavovirens*	Dipterocarp spp	IMUNITAS, Universitas Andi Jemma Fakultas Kehutanan	Mapping and establishing community protected areas
Reptiles				
31	*Caretta caretta*	Loggerhead turtle	Sampiri, Aliansi Jurnalis Independen Kota Gorontalo	Species awareness
32	*Chelonia mydas*	Green turtle	Sampiri, Aliansi Jurnalis Independen Kota Gorontalo	Species awareness
33	*Eretmochelys imbricata*	Hawksbill turtle	Sampiri, Aliansi Jurnalis Independen Kota Gorontalo	Species awareness
34	*Varanus comodoensis*	Komodo dragon	Komodo Survival Program	Human-predator conflict mitigation

Table 9. CEPF Priority Species with No Direct Intervention

No.	Type	Latin name	Common name
1	Lepidoptera	*Ornithoptera aesacus*	Obi Island birdwing
2	Lepidoptera	*Ornithoptera croesus*	Wallacea golden birdwing
3	Lepidoptera	*Troides dohertyi*	Talaud black birdwing
4	Lepidoptera	*Troides prattorum*	Buru opalescent birdwing
5	Mammals	*Macaca nigra*	Celebes crested macaque
6	Marine fish	*Anoxypristis cuspidate*	Knifetooth sawfish
7	Marine Fish	*Bolbometopon muricatum*	Green humphead parrotfish
8	Marine fish	*Carcharhinus longimanus*	Oceanic whitetip shark
9	Marine fish	*Cheilinus undulatus*	Humphead wrasse
10	Marine fish	*Manta alfredi*	Reef manta ray
11	Marine fish	*Manta birostris*	Giant oceanic manta ray
12	Marine fish	*Pristis clavata*	Dwarf sawfish
13	Marine fish	*Pristis pristis*	Largetooth sawfish
14	Marine fish	*Pristis zijsron*	Longcomb sawfish
15	Marine fish	*Rhincodon typus*	Whale shark
16	Marine mammals	*Balaenoptera musculus*	Blue whale
17	Marine mammals	*Balaenoptera physalus*	Fin whale
18	Marine mammals	*Physeter macrocephalus*	Sperm whale
19	Marine moluscs	*Tridacna derasa*	Southern giant clam
20	Marine moluscs	*Tridacna gigas*	Giant clam
21	Plant	*Nepenthes danseri*	Tropical pitcher plant sp.
22	Plant	*Nepenthes eymae*	Tropical pitcher plant sp.
23	Plant	*Nepenthes glabrata*	Tropical pitcher plant sp.
24	Plant	*Nepenthes hamata*	Tropical pitcher plant sp.
25	Plant	*Nepenthes tomoriana*	Tropical pitcher plant sp.
26	Reptiles	*Chelodina mccordi*	Rote island snake-necked turtle
27	Reptiles	*Cuora amboinensis*	Amboina box turtle
28	Reptiles	*Dermochelys coriacea*	Leatherback sea turtle
29	Reptiles	*Eretmochelys imbricate*	Hawksbill sea turtle
30	Reptiles	*Indotestudo forstenii*	Forsten's tortoise
31	Reptiles	*Lepidochelys olivacea*	Olive ridley sea turtle
32	Reptiles	*Leucocephalon yuwonoi*	Sulawesi forest turtle
33	Sea cucumber	Sea cucumbers (10 spp.)	Sea cucumbers

6.2. Key Biodiversity Areas

KBAs under Improved Management

The ecosystem profile identified 287 terrestrial and 151 marine KBAs in 2013, using an IUCN methodology from 2007[1], which at the time, represented "state of the science" with standards for determining what qualified as a KBA, the documentation required and determination of boundaries. Understanding that allocated funding would not be sufficient to

[1] Identification and Gap Analysis of Key Biodiversity Areas: Targets for Comprehensive Protected Area Systems. Langhammer *et al.* (2007).

work at all 438 sites, the profiling team then used a "complementarity analysis" to prioritize 91 terrestrial and 53 marine sites, determining the minimum number of sites needed to protect all globally threatened species in the hotspot. Further, as many sites were very small (e.g., individual islands and cluster of islets near to one another), the profile created clusters of KBAs, reflecting that, if work took place in one, it would likely take place in neighboring locales as well.

Ultimately, CEPF grants worked directly at (and improved the management of hectares within) 35 priority KBAs and four non-priority KBAs (Table 10). Note that this is less than the number of KBAs where grantees *worked,* which is significantly greater. The table does not show the many KBAs in which there was specific work understanding species, building local civil society capacity, or empowering communities to control their resources.

Better managing KBAs took the form of both formal protection (i.e., changing the legal status of land or sea) and of better managing the area for productive use. Both of these concepts are discussed further below. However, in either case, grantees were improving the habitat for biodiversity conservation. This took the form of designing and implementing management plans, promoting sustainable agriculture, enhancing livelihoods, and promoting formal recognition (by the state "administrative" system) of traditional and customary land/sea management practices.

Separately, by identifying 438 KBAs at the outset of the investment phase, the ecosystem profile contributed to the global knowledge base and encouraged other actors, particularly national governments and other donors, to use the list of KBAs as an agenda for action and as a signal for directing conservation resources. Thus, Burung Indonesia and CEPF were able purposefully to avoid duplication of efforts in areas, such as Sumba, that received funding from the US Government Millennium Challenge Corporation.

As Table 10 shows, organizations typically worked in only a portion of a KBA. That they were not able to improve the management of the entire KBA should not be interpreted as a failure, however. Rather, this is a reflection of the limited reach of CEPF partners, and the fact that KBAs often stretch across administrative boundaries that are beyond the scope of any single grantee, organization, community or even government agency.

An examination of the ecosystem profile compared to Table 10 above shows the 109 priority KBAs that did not receive investment. There are common reasons why these KBAs did not receive investment, apart from there not being enough grant funding to work everywhere, or the RIT and Secretariat responding to strong proposals and rejecting weak ones. One reason was lack of local capacity: 15 "non-invested" KBAs were in Timor-Leste and 34 were in North Maluku: two areas notable for having lesser developed civil society. Separately, some KBAs, like those of the small islets in North Sulawesi, were simply remote, and hence expensive places to work, leading to non-competitive proposals or lack of interest on the part of applicants. It is also simply possible that the ecosystem profile team over-estimated how many KBAs single grantees could address.

Table 10. CEPF Priority KBAs and Other KBAs with Improved Management
(CEPF priority sites in grey, terrestrial/freshwater sites in green, marine sites in blue)

No.	KBA No.	Location	KBA Name	Grantee(s)	Total Area (Ha)	Area Improved (Ha)
1	IDN003	Sulawesi	Karakelang Utara	Yayasan IDEP Selaras Alam	32,242	14,786
2	IDN009	Sulawesi	Perairan Sangihe	YAPEKA	132,752	2,170
3	IDN012	Sulawesi	Gunung Sahendaruman	Perkumpulan Sampiri Kepulauan Sangihe	4,392	5,334
4	IDN014	Sulawesi	Perairan Siau	Manengkel	77,152	109
5	IDN015	Sulawesi	Pulau Siau	Perkumpulan Celebes Biodiversity	11,662	299
6	IDN016	Sulawesi	Perairan Tagulandang	Wildlife Conservation Society	21,793	32
7	IDN018	Sulawesi	Perairan Likupang	Manengkel	55,690	16
8	IDN026	Sulawesi	Tulaun Lalumpe	Manengkel, Rumah Ganeca	1,392	52
9	IDN073	Sulawesi	Danau Poso	IMUNITAS, Karsa, Yayasan Panorama Alam Lestari Poso	69,079	57,353
10	IDN079	Sulawesi	Perairan Pagimana	JAPESDA	1,071	1,954
11	IDN081	Sulawesi	Perairan Peleng–Banggai	Yayasan Alam Indonesia Lestari	509,722	385
12	IDN082	Sulawesi	Labobo–Bangkurung	SIKAP Institute	18,657	6,803
13	IDN084	Sulawesi	Bajomote–Pondipondi	Perkumpulan Sanggar Seni Lokal dan Pengiat Media Rakyat	52,025	906
14	IDN087	Sulawesi	Perairan Balantak	Perkumpulan Relawan untuk Orang dan Alam	6,218	25
15	IDN095	Sulawesi	Feruhumpenai–Matano	Perkumpulan Wallacea, IUCN, Universitas Andi Jemma Fakultas Kehutanan	142,903	38,964
16	IDN134	Sulawesi	Bantimurung Bulusaraung	Perkumpulan PAYO-PAYO	47,846	8,942
17	IDN138	Sulawesi	Karaeng–Lompobattang	Rainforest Alliance	32,814	5,715
18	IDN149	Maluku	Galela	Yayasan Perguruan Kristen Halmahera	3,361	391
19	IDN156	Maluku	Kao	AMAN Maluku Utara	4,911	404
20	IDN157	Maluku	Teluk Buli	Yayasan Studi Etnologi Masyarakat Nelayan Kecil	152,228	6,773
21	IDN165	Maluku	Aketajawe	Yayasan IDEP Selaras Alam	168,083	34,100
22	IDN167	Maluku	Dote - Kobe	AMAN Maluku Utara	27,894	12,266
23	IDN197	Maluku	Perairan Teluk Kayeli	Yayasan Wallacea	16,007	17
24	IDN199	Maluku	Pulau Buano	Lembaga Partisipasi Pembangunan Masyarakat	13,616	421
25	IDN203	Maluku	Pulau Kassa	Universitas Pattimura Lembaga Penelitian	44	53
26	IDN204	Maluku	Pegunungan Paunusa	Toma Lestari	59,525	9,605
27	IDN209	Maluku	Perairan Haruku Saparua	Baileo	47,985	3,745

28	IDN210	Maluku	Haruku	Baileo	7,937	3
29	IDN212	Maluku	Manusela	Perkumpulan Konservasi Kakatua Indonesia	248,077	345
30	IDN284	NTT	Mbeliling–Tanjung Kerita Mese	Burung Indonesia, YAKINES	33,549	18,420
31	IDN296	NTT	Pulau Ontoloe	Yayasan Komodo Survival Program	377	937
32	IDN298	NTT	Kelimutu	Yayasan Tananua Flores	6,320	2,743
33	IDN304	NTT	Egon Ilimedo	Yayasan Wahana Tani Mandiri	27,716	1,461
34	IDN305	NTT	Ili Wengot	Yayasan Ayu Tani Mandiri	4,097	304
35	IDN307	NTT	Pantai Selatan Lebau	Yayasan Pengkajian dan Pengembangan Sosial	1,770	30
36	IDN311	NTT	Perairan Lembata	Lembaga Pengembangan Masyarakat Lembata (BARAKAT)	37,527	449
37	IDN315	NTT	Pantar	Yayasan Kasih Mandiri Flores Lembata	14,255	903
38	TLS007	Timor-Leste	Irabere–Iliomar	Conservation International	16,400	10,635
39	TLS025	Timor-Leste	Perairan Atauro	Coral Triangle Center Foundation	10,542	13,251
				Total – Terrestrial	**1,054,000**	**232,118**
				Total - Marine	**1,065,631**	**28,983**

Creation, Expansion and Improved Management of Protected Areas

While a KBA is a geography of global importance for biodiversity, the designation is not a statement on the legal status of the area. Some KBAs are wholly included within formal protected areas, some are partially included and others are not included at all. As described in the next section, areas that are not protected can be used for productive purposes, including, among others, agriculture, livelihoods, enterprises, fishing, and housing. CEPF's term, for an area that is not formally protected, is a "production landscape".

The creation of protected areas is a lengthy process everywhere in the world, and Indonesia and Timor-Leste are no exception. Table 11 shows the seven terrestrial and 16 marine protected areas that were either created or expanded due to CEPF-funded work. Of note, of course, are the larger ones, perhaps not coincidentally due to the work of larger organizations.

- CI, from its office in Dili, worked closely with the protected area authorities of Timor-Leste on a wide-ranging project with multiple donors to build the capacity of the government agency, promote co-management with communities and NGOs, and afford protection to Maurei Lake, an important freshwater KBA.
- The Coral Triangle Center, an Indonesian NGO based in Bali, demonstrated that an Indonesian NGO could overcome political and cultural boundaries and work in Timor-Leste, the former Indonesian province, helping to establish Atauro Island MPA.
- Burung Indonesia, while working as the RIT, continued its own organizational endeavors, using non-CEPF funding, to protect important bird habitats in the western part of the island of Flores. Burung created a coalition of grantees working on community forest and candlenut cultivation working in the buffer zone of a KBA. Burung then worked with the Ministry of Environment and the local government to facilitate the government's formal declaration of a protected area.

Separate from these large protected areas, groups like YAPEKA, Manengkel, Japesda, ROA, Baileo and YPPS were able to create small, locally managed marine areas, while groups like AMAN Sinjai, LPPM and Barakat were able to help designate much larger tracts for formal indigenous/traditional/customary management and protection.

Improved Management of Production Landscapes

A production landscape is any land or water area that is not formally protected and used for economic activities. From a biological standpoint, a production landscape can be split into "production landscapes with high biological significance" (i.e., unprotected zones within KBAs) and "production landscapes with less biological significance" (i.e., areas outside of KBAs). In Wallacea, as in many hotspots, the bulk of work took place in land where people can live, and where they can earn a living.

As Table 12 shows, success came with groups like IDEP, promoting permaculture and growth of sustainable, high value plant food products in Talaud, and with groups like IMUNITAS and YPAL, which promoted the use of less chemical herbicides on cacao trees in the Lake Poso watershed. Various other grantees promoted sustainable cultivation of coffee and candlenuts in the buffer zones to protected areas, less intensive use of farming areas within KBAs, and better management of fisheries near mangroves and reefs.

Table 11. Created and Expanded Protected Areas
(Terrestrial/freshwater sites in green, marine sites in blue)

No.	KBA No.	Location	Protected Area Name	Grantee	Year of Proclamation	Additional Hectares
1	IDN009	North Sulawesi	Kampung Bukide Timur	YAPEKA	2017	37
2	IDN009	North Sulawesi	Kampung Nusa	YAPEKA	2017	13
3	IDN009	North Sulawesi	Kampung Bukide	YAPEKA	2017	5
4	IDN009	North Sulawesi	Kampung Batuwingkung	YAPEKA	2017	4
5	IDN018	North Sulawesi	Desa Bahoi	Manengkel	2018	6
6	IDN026	North Sulawesi	Desa Rano Wangko Wangko	Manengkel	2018	13
7	IDN026	North Sulawesi	Desa Atep Oki	Manengkel	2018	10
8	IDN079	Central Sulawesi	Desa Lambangan	Japesda	2017	41
9	IDN079	Central Sulawesi	Desa Uwedikan	Japesda	2017	32
10	IDN081	Central Sulawesi	Bone Baru-Popisi	Yayasan Alam Indonesia Lestari	2019	4
11	IDN082	Central Sulawesi	Desa Bone Bone	SIKAP Institute	2018	7
12	IDN087	Central Sulawesi	Kelurahan Talang Batu	Perkumpulan Relawan untuk Orang dan Alam	2017	21
13	IDN138	South Sulawesi	Desa Barambang Katute	AMAN Sinjai	2017	273
14	IDN199	Maluku	Perairan Buano/Pulau Serani	Lembaga Partisipasi Pembangunan Masyarakat	2017	253
15	IDN199	Maluku	Desa Buano Utara	Lembaga Partisipasi Pembangunan Masyarakat	2017	6
16	IDN209	Maluku	Negeri Sameth, Akoon, Ihamahu	Baileo	2018	84
17	IDN210	Maluku	Negeri Haruku	Baileo	2016	3
18	IDN284	NTT	Mbeliling–Tanjung Kerita Mese	Burung Indonesia	2020	18,384
19	IDN307	NTT	Desa Watanhura	Yayasan Pengkajian dan Pengembangan Sosial	2019	18
20	IDN307	NTT	Desa Bubu Atagamu, Lebao	Yayasan Pengkajian dan Pengembangan Sosial	2018	4
21	IDN311	NTT	Desa Kolontobo, Tapobaran	Lembaga Pengembangan Masyarakat Lembata (BARAKAT)	2019	358
22	TLS007	Timor-Leste	Maurei Lake	Conservation International	2019	4,000
23	TLS025	Timor-Leste	Atauro Island	Coral Triangle Foundation	2019	13,251
					Total – Terrestrial	**22,926**
					Total - Marine	**13,900**

Table 12. Improved Production Landscapes

No.	KBA No.	Location	Production Landscape Name	Grantee	Hectares
1	IDN003	N. Sulawesi	Desa Ambella	IDEP	1,000
2	IDN003	N. Sulawesi	Desa Bengel	IDEP	216
3	IDN003	N. Sulawesi	Desa Ensem	IDEP	305
4	IDN003	N. Sulawesi	Desa Rae Selatan	IDEP	633
5	IDN003	N. Sulawesi	Desa Tua Batu	IDEP	12,632
6	IDN009	N. Sulawesi	Kampung Batuwingkung	YAPEKA	188
7	IDN009	N. Sulawesi	Kampung Bukide	YAPEKA	1,413
8	IDN009	N. Sulawesi	Kampung Bukide Timur	YAPEKA	405
9	IDN009	N. Sulawesi	Kampung Nusa	YAPEKA	105
10	IDN012	N. Sulawesi	Desa Bukide, Desa Malamenggu, Desa Pelelangen	Sampir	2,157
11	IDN012	N. Sulawesi	Desa Kulur	Sampir	3,177
12	IDN014	N. Sulawesi	Perairan Siau, Perairan Tagulandang, Perairan Biaro	WCS	109
13	IDN015	N. Sulawesi	Desa Kapeta, Desa Pangirolong	CeleBio	299
14	IDN016	N. Sulawesi	Perairan Siau, Perairan Tagulandang, Perairan Biaro	WCS	32
15	IDN018	N. Sulawesi	Desa Bahoi (Two Mpas)	Manengkel	10
16	IDN026	N. Sulawesi	Desa Atep Oki	Manengkel	12
17	IDN026	N. Sulawesi	Desa Karor	Rumah Ganeca	5
18	IDN026	N. Sulawesi	Desa Rano Wangko 2	Manengkel	12
19	IDN073	C. Sulawesi	Desa Mayakeli	Rumah Ganeca	1
20	IDN073	C. Sulawesi	Desa Meko, Desa Salukaia, Desa Owini, Desa Uranosari	IMUNITAS	54,936
21	IDN073	C. Sulawesi	Desa Salukaia, Desa Dulumai, Desa Sulewana	Karsa	1,590
22	IDN073	C. Sulawesi	Desa Salukaia, Desa Dulumai, Desa Sulewana	Karsa	668
23	IDN073	C. Sulawesi	Desa Salukaia, Desa Dulumai, Desa Sulewana	Karsa	157
24	IDN079	C. Sulawesi	Desa Lambangan	Japesda	1,265
25	IDN079	C. Sulawesi	Desa Uwedikan	Japesda	617
26	IDN081	C. Sulawesi	Bone Baru-Popisi	LINI	381
27	IDN082	C. Sulawesi	Desa Bone Bone	SIKAP	6,648

28	IDN082	C. Sulawesi	Desa Bone Bone	SIKAP	148
29	IDN084	C. Sulawesi	Desa Balayon	Salangar	565
30	IDN084	C. Sulawesi	Desa Balayon	Salangar	341
31	IDN087	C. Sulawesi	Kelurahan Talang Batu	ROA	4
32	IDN095	N. Maluku	Desa Matano	Perkumpulan Wallacea	16,373
33	IDN095	N. Maluku	Desa Matano, Desa Nuha, Desa Tole, Desa Bantilang	Perkumpulan Wallacea	4,079
34	IDN095	N. Maluku	Desa Nuha	Perkumpulan Wallacea	18,031
35	IDN095	N. Maluku	Desa Nuha, Desa Matano	Universitas Andi Jemma	21
36	IDN095	N. Maluku	Feruhumpenai-Matano	IUCN	450
37	IDN095	N. Maluku	Desa Tompobulu, Desa Bontobirao	Universitas Andi Jemma	3
38	IDN095	N. Maluku	Desa Barambang Katute	Universitas Andi Jemma	3
39	IDN095	N. Maluku	Desa Pattaneteang	Universitas Andi Jemma	2
40	IDN134	S. Sulawesi	Karaeng-Lompobattang	Perkumpulan Payo-Payo	8,942
41	IDN138	S. Sulawesi	Desa Simau	AMAN Sinjai	3,443
42	IDN138	S. Sulawesi	Kao	Balang Institute	625
43	IDN138	S. Sulawesi	Desa Gotowasi	Rainforest Alliance	1,374
44	IDN149	N. Maluku	Desa Pintatu, Tomares, Dodaga, Tutuling Jaya	Yayasan Perguruan Kristen Halmahera	391
45	IDN156	N. Maluku	Desa Fritu	AMAN Maluku Utara	404
46	IDN157	N. Maluku	Desa Sawai Itepo	Yayasan Studi Etnologi Masyarakat Nelayan Kecil	6,773
47	IDN165	N. Maluku	Desa Kaiely	IDEP	34,100
48	IDN167	N. Maluku	Desa Buano Utara	AMAN Maluku Utara	6,885
49	IDN167	N. Maluku	Perairan Buano/Pulau Serani	AMAN Maluku Utara	5,382
50	IDN197	Maluku	Perairan Buano/Tanjung Pamali	Yayasan Wallacea	17
51	IDN199	Maluku	Periaran Buano/Labuhan Senohi	LPPM	17
52	IDN199	Maluku	Desa Kaibobu	LPPM	22
53	IDN199	Maluku	Desa Honitetu	LPPM	115
54	IDN199	Maluku	Negeri Haruku, Sameth, Akoon, Ihamahu	LPPM	8
55	IDN203	Maluku	Negeri Haruku, Sameth, Akoon, Ihamahu	Universitas Pattimura	53
56	IDN204	Maluku	Negeri Haruku, Sameth, Akoon, Ihamahu	Toma Lestari	9,605
57	IDN209	Maluku	Desa Tompobulu, Desa Bontobirao	Baileo	2,239
58	IDN209	Maluku	Desa Barambang Katute	Baileo	726

59	IDN209	Maluku	Desa Pattaneteang	Baileo	696
60	IDN212	Maluku	Negeri Masihulan Dan Negeri Huaulu	Perkumpulan Konservasi Kakatua	345
61	IDN284	NTT	Desa Nange Bere, Desa Golomori, Desa Benteng Dewa	YAKINES	35
62	IDN296	NTT	Pulau Ontoloe	Komodo Survival Program	937
63	IDN298	NTT	Desa Niwula, Desa Pemo, Desa Wolokelo	Yasan Tananua	2,743
64	IDN304	NTT	Desa Egon Gahar, Desa Natakolo, Desa Hebing, Desa Hale	Yayasan Wahana Tani Mandiri	1,461
65	IDN305	NTT	Desa Boru, Desa Boru Kedang, Desa Hikong	Yayasan Ayu Tani Mandiri	90
66	IDN305	NTT	Desa Hikong, Desa Boru, Desa Boru Kedang	Yayasan Ayu Tani Mandiri	214
67	IDN307	NTT	Desa Watanhura, Desa Bubu Atagamu, Desa Lebao	YPPS	8
68	IDN311	NTT	Desa Dikesare, Desa Tapolangun, Desa Lamatokan	BARAKAT	91
69	IDN315	NTT	Desa Kalondama Barat, Desa Beangonong, Desa Kalondama Desa Leer	Yayasan Kasih Mandiri Flores Lembata	903
70	TLS007	Timor-Leste	Maurei Lake	Conservation International	6,635
				Total – Terrestrial	**209,165**
				Total - Marine	**15,108**

7. Civil Society Strengthening Results

7.1. Types of Organizations Supported

As shown in Tables 6 and 7, CEPF supported 68 unique organizations through 109 grants. In addition to those unique recipients, several grantees had formal sub-grantees or local partners engaged via service agreements and memoranda of understanding that benefited directly from CEPF funds. This included other CSOs, community groups, and school groups such that scores more organizational beneficiaries could be counted.

Of the various ways to categorize and understand the 68 organizations, the following are noteworthy:

- 63 local groups versus 5 international groups received grants, reflecting the emphasis on working with groups based in the hotspot, to promote capacity building and sustainability.
- Of the 63 local groups that received funds, perhaps only 19 could be classified as "environmental NGOs." Instead, 30 had community development and small enterprise as their core focus, six were focused on public awareness, media or journalism, four were universities, two were Indigenous peoples' associations, one was a business association, and one was an organization dedicated to capacity building of other CSOs. The engagement of community development NGOs reflected the constituency of interests in the region but also represented an opportunity to CEPF to insert "conservation" as an approach into these groups' agendas.
- Of the 63 local groups that received funds, at least 24 had never previously received funds from an international donor or funds of similar size, scope and technical or contractual complexity. In other words, 24 took a large organizational step by receiving a CEPF grant.

7.2. Training

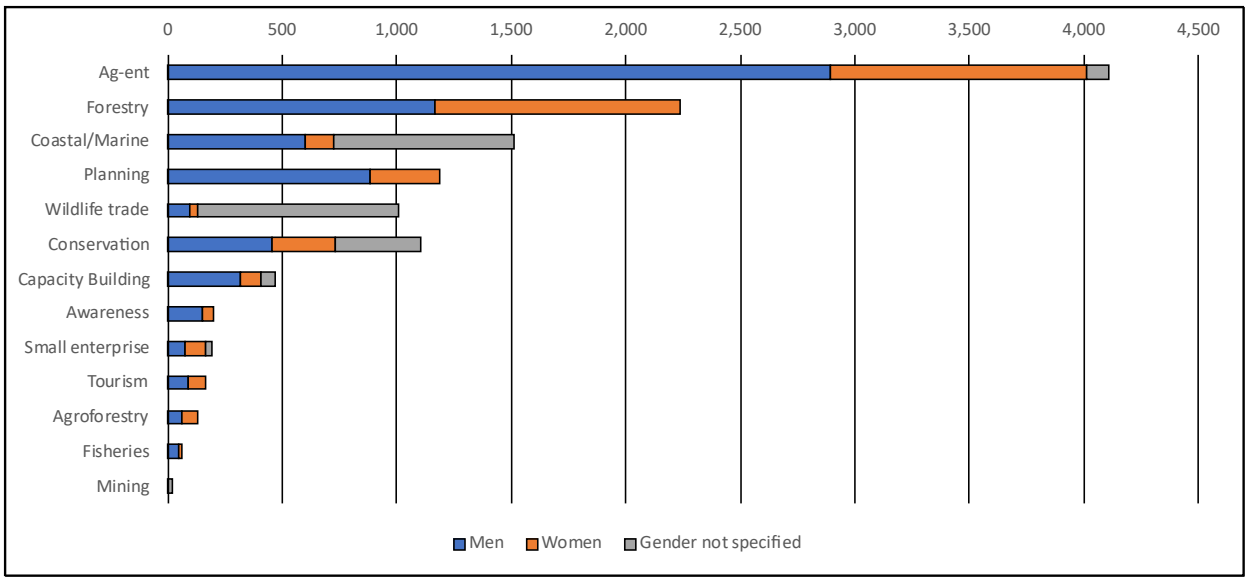
The most basic task to strengthen civil society was training, either for the staff and associates of the grantees themselves, for their parallel subordinate and community organization partners, and for community members who were in a position of leadership or engagement on issues relating directly or indirectly to conservation. This included:

- Training for capacity building of the partner grantees, as provided by Burung Indonesia, Penabulu, and Yayasan Mitra Masyarakat Sehat Indonesia, including on project and organizational management.
- Training for community leaders and community members in various sustainable agriculture and agricultural enterprise activities that thereby led to better management of production landscapes, including, among many, the work of IDEP on permaculture in Talaud and Yayasan Wahana Tani Mandiri and Yayasan Tananua on sustainable coffee in Flores.
- Training for community leaders and community members in agroforestry, fisheries, small enterprise and tourism, allowing people to improve their livelihoods and reduce pressure on the environment, including, among many, the work of the Balang Institute to promote fruit tree cultivation in the Karaeng-Lompobattang KBA, Andi Jemma University's promotion of sustainable fisheries in Lake Towuti, and the work of Lembaga Pengembangan Masyarakat Lembata on furniture production from invasive tree species.

- Training for community leaders and community members in conservation activities, protected area management planning, and the prevention of illegal wildlife trade, such as the work of Perkumpulan Sampiri to do promote better upper watershed management and bird habitat conservation in Sangihe, that of Baileo on participatory mapping and village development plans, and that of the WCS and Perkumpulan Profauna, who trained community members to identify and avoid the sale of illegal wildlife and related products.
- Training for community leaders and community members in coastal and marine resource management, including the establishment and better management of MPAs, such as that provided by Manengkel in North Sulawesi.

Ultimately, 12,394 people received structured training, as shown in Figure 2.

Figure 2. Beneficiaries of Structured Training by Gender and Topic



7.3. CSO Capacity Building Program

Baseline assessment

CEPF has a global tool for taking a snapshot of CSO capacity at the beginning and end of a grant. This tool, called the Civil Society Tracking Tool (CSTT), is a self-assessment where organizations score themselves against five measurements:

- Human resources
- Financial resources
- Management systems
- Strategic planning
- Delivery

The baseline assessments showed a broad range of scores, reflecting big differences between larger, urban-based NGOs and smaller, remote-based groups, particularly for fundraising. These assessments also showed a general lack of knowledge on laws and regulations related to their own operation as CSOs, and to different aspects of conservation (e.g., on how to establish a protected area).

While Burung Indonesia and the CEPF Secretariat used the CSTT, they also engaged Yayasan Penabulu, a Jakarta-based organization that specializes in strengthening Indonesian CSOs. Penabulu's approach is based on building equality, creating a comfortable learning atmosphere, making human rights paramount, and appreciating partners' experience. Penabulu has its own bespoke capacity assessment tool called PERANTI that is tailored to Indonesian organizations. Whereas the CEPF CSTT is intended as a monitoring tool, PERANTI yields more of a guide to change. PERANTI offers four scoring categories, as compared to the five of the CSTT:

- Organizational foundations
- Governance
- Management
- Sustainability

Penabulu used PERANTI to do a portfolio-wide grantee capacity assessment in 2017, which then formed the basis for the design of the training program and for post-training evaluation. 43 organizations completed the PERANTI baseline. One finding was that 95 percent of grantees did not have a clear perspective on the environment and conservation, confirming the statement in the ecosystem profile that there are few CSOs in the region that see their mission as conservation. As stated in the ecosystem profile:

> *Lack of technical capacity in conservation issues hinders the CSOs in making the links between CSO experience and activities with conservation activities. This includes a limited awareness about conservation, which leads to an understanding of it as a mere restriction rather than an opportunity to sustain people's livelihoods. Such problems constrain the CSOs to creatively analyze problems and formulate conservation measures.*

As a result, the link between conservation and livelihoods became a focus of the capacity building program.

Both PERANTI and the CSTT were used to inform the capacity building program.

The capacity building program

Penabulu provided training to all active domestic large and small grant recipients in the following areas.

> **Project Management Cycle training for ecosystem-based conservation**. This training module provided a 10-step guide to management of conservation programs and covered institutionalization of biodiversity, protection and observation of marine biodiversity, and business planning in conservation areas. One outcome of the training was the ability to submit a proposal to an international donor (Penabulu followed up this training with a proposal coaching clinic).
>
> **Thematic training modules on conservation.** Penabulu delivered modules that were aligned with the strategic directions of the CEPF strategy and emphasized experience sharing among grantees. Each module had a thematic host/expert. The modules were:
>
> - SD1: Wildlife and illegal trade law advocacy (host: WCS)
> - SD2: Area conservation (host: Burung Indonesia)

- SD3, Option 1: Advancing sustainable commodity marketing (host: Rainforest Alliance)
- SD3, Option 2: Permaculture (host: IDEP)
- SD4: Ecosystem-based coastal management (hosts: Manengkel Solidaritas and Yapeka)
- SD5: Business planning and local natural resource utilization (host: CCPHI)

Program management training, where Penabulu facilitated self-reflection on:

- [Your] organization's characteristics
- Changes in the external environment and its effects on [your] organization
- Past and future milestone [your organization's existing assets, past successes, needed assets, future goals]
- The status of [your] organization in relation to the government, local communities, other CSOs, media (reputation) and other stakeholders.
- New opportunities for [your] organization

Financial management training. Financial management training aimed to increase capacity, organizational transparency and sustainability. It covered basic financial operations, the development of financial standard operational procedures and consolidated financial statements.

Resource mobilization training. The training defined resources broadly to include financial resources but went beyond this to include partnerships, networks, alliances and public participation as means of mobilizing resources. The training included a mapping of funding opportunities in Wallacea for participants to use.

Each CSO participant formulated a change strategy for its governance, human resources management, data management and utilization of information and communications technology, and public campaigns and policy advocacy.

Learning and Networking

Penabulu facilitated the following networking discussions among grantees:

- Revitalizing the role of culture and customary institutions for sustainable conservation, focused in the Seram-Buru region.
- Optimization and use of *dana desa* (public village development funds) for conservation.
- Development of village-based MPAs (*daerah perlindungan laut*) in the context of village planning, focused on Banggai and East Nusa Tenggara.
- Collaboration between CSOs and national park managers.
- Multi-stakeholder collaboration, focused on the Malili lakes of Central Sulawesi.
- Alternative livelihoods and cooperation with village-owned business units (BUMDes), focused on Seram-Buru and South Sulawesi.
- Better community participation and stakeholder engagement.
- Better engagement with district and provincial governments.
- Ridge-to-reef conservation planning.
- Development and designation of Essential Ecosystem Zones.

Impact of the capacity building program

Penabulu facilitated completing of a second PERANTI module in October 2019 to assess impact across the four primary areas of organizational foundations, governance, management, and sustainability (Table 13).

Table 13: Aggregated scores from PERANTI baseline and final assessments

Area assessed	2017 score	2019 score	Percent Increase
Organizational foundations	2.79	3.66	31
Governance	2.05	2.99	46
Management	2.17	2.97	37
Sustainability	1.81	2.97	64

The management area was further broken down as shown in Table 14:

Table 14: PERANTI breakdown of management category

Areas assessed	2017 score	2019 score	Percent Increase
Program and service provision	2.52	3.30	31
Administration and financial management	2.24	2.88	29
Human resources	2.27	3.09	36
Data, information and knowledge	1.74	2.67	53
Public communication and partnerships	2.08	2.95	42

The main findings from the PERANTI assessments were:

1. CSOs showed a measurable increase in their interest in and understanding of conservation and environmental issues, including an appreciation that the area in which they live and work is globally recognized, and that the livelihoods of present and future generations depend on the quality of this environment. They demonstrated a new understanding of environmental goods and services as the basis for sustainable enterprise.

2. CSOs showed better ability to create partnerships with local governments and communities.

3. CSOs were better able to translate their goals into workplans and to articulate targets by which they could monitor their own progress.

4. There was an improvement in the performance of routine activities in relation to organizational management, administration, finance, human resources, data management, information management and partnership management.

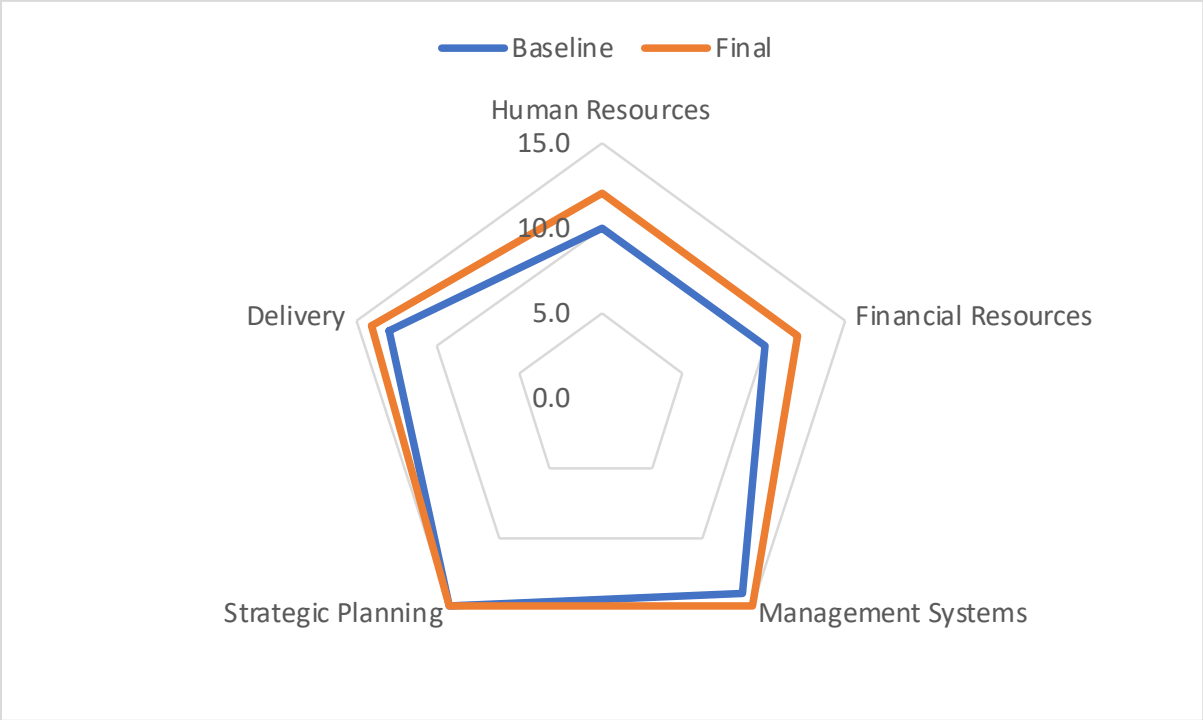
5. There was improvement in skills for proposal-writing and communication with donors.

6. There was improvement in skills for communication in relation to policy advocacy.

7. CSOs were approaching a broader variety of funding sources by the close of the program [separating this from the success of those fundraising efforts].

The CSTT was also assessed, with 51 organizations completing baseline and final assessments. Figure 3 shows the median baseline and final scores across the five dimensions for the 51 organizations. Median is used instead of mean to dampen the effect of extreme individual increases and decreases.

Figure 3. Change in Median CSTT Scores over the Period of CEPF Support



Further, of the 51 groups, 23 reported an overall positive change, four reported a negative change, and interestingly, 24 had the same total baseline and final scores. Certainly, this is possible in the context of grants that often ran from 18 to 24 months, where there is not always enough time for measurable change in capacity. It is also possible, given that 14 of the 24 groups with no change had baseline and final scores of 60 or higher, that they had limited ability to improve.

Looking only at the 23 groups with reported positive changes, and trying to understand these as a group compared to the other 28 respondents, yields nothing definitive. There is no particular commonality within the groups: no apparent advantage of small groups versus large, no advantage of groups from Sulawesi as opposed to Maluku or the Lesser Sundas, no advantage of marine versus terrestrial groups, or any other obvious characteristic. That being said, if 45 percent of participants reflected improvement as an organization, and 47 percent at least stayed stable, perhaps this is a good enough achievement.

8. Human Wellbeing Results

8.1. Communities Benefiting

Strategic Directions 3 and 4 related to *community*-based natural resource management, whether in terrestrial or marine settings. Not counting the RIT, grants under these strategic

directions represented 51 percent of funding and 58 percent of individual grants awarded. As expected, these grants should have had community benefits, and certainly, the grants focused on species, sites, and capacity building also had community benefits. In total, 56 grantees, working via 79 grants, benefited 180 communities.

The benefited communities are most often termed in Indonesia as *desa, kampung, kelurahan,* and *ngeri* but are commonly understood in English as villages, ranging in size from 150 to 2,500 people. The estimated combined population of the 180 communities is 110,400 people. Of the 180 communities, only seven can be considered "urban", and fully 76 are subsistence economies, suggesting a high-level of reliance on natural resources. Further, 93 of the communities are primarily occupied by people *from* that area, suggesting an ownership or ownership-like link between the people and their resources, a condition for sustainability.

Benefits to communities took the shape of:

- Increased rights for utilization of forests for timber.
- Increased rights for utilization of non-timber forest products from protected areas and other areas with limited public access.
- Increased rights for utilization of marine areas.
- Training and materials for sustainable agriculture.
- Training and materials for agroforestry, including cacao and coffee.
- Training and materials for sustainable in-land fishing.
- Training and materials for sustainable marine fishing.
- Training and materials for sustainable mariculture.
- Training and materials for processing of agricultural and marine products.
- Training and materials for support of small enterprise using sustainably harvested products.
- Training and materials to support ecotourism.
- Training and materials to better serve as land, sea and resource managers.
- Formal administrative state recognition of indigenous, traditional and customary structures for land and sea management.

Communities often formed resource management groups, including: 25 MPA management groups; 12 marine monitoring and patrol groups; one fishers association; 10 forest management groups; five landscape-level planning groups; three awareness promotion groups; four species management groups (for turtles, Banggai cardinalfish and Mollucan scrubfowl); and 14 groups for development enterprise support (including for farming, village savings and loans, and tourism).

While policies and regulations are discussed further below, some policies had direct tangible benefits for communities, such as those protecting water supplies, like Yayasan Sampiri's work in Sangihe. Separately, the work of BARAKAT in Lembata and LPPM in Buano led to policies that explicitly recognized *sasi* and *adat* methods (i.e., customary and traditional cultural methods) for managing marine and terrestrial KBAs, respectively.

Table 15 summarizes the number of communities reporting various positive impacts.

Table 15: Impacts Reported by Communities During Phase I

Type of impact	Number of villages reporting		
	Marine Projects	Terrestrial Projects	Total
Greater awareness and recognition of indigenous knowledge	10	40	50
Improved access to ecosystem services	15	32	47
Improved access to water	0	16	16
Improved access to energy	0	12	12
Increased food security	14	28	42
Increased resilience to climate change	12	19	31
Improved land tenure situation	0	16	16
Improved local decision making and representation	20	40	60
Improved access to public services	15	26	41

8.2. Gender

Gender is a factor in CEPF investments in at least three ways: (1) CEPF grants and portfolios can focus on improving the lives of women and girls as the beneficiaries of projects, or in ensuring equity in outcomes across genders; (2) grantees can focus on incorporating gender into the design of their projects from the outset; and (3) grants can change the way that grantees, themselves, behave operationally. To varying degrees, the CEPF portfolio in the Wallacea Hotspot addressed gender from each of these perspectives.

Across CEPF's global portfolio, gender was systematically incorporated into all stages of the grant cycle, beginning in 2017. This included modules on gender during project-design trainings and completion of the Gender Tracking Tool (GTT) by grantees at the beginning and end of their projects. Only 24 organizations received grants that started after 2017, limiting the pool of groups that completed both baseline and final GTTs. This data was further curtailed by the global pandemic, causing grants to close with a waiver of the requirement to submit a final GTT. Nonetheless, of those that completed both self-assessments, 70 percent showed a positive change. This was driven by organizations adopting written internal policies on gender, incorporating gender into project design and monitoring gender metrics during implementation. This is somewhat intuitive, given that these measures are relatively low cost, as compared to the areas that remain for improvement, namely, hiring of staff responsible for gender, training of staff, and raising and applying more resources to improve gender equity outcomes.

Separately, even lacking baseline and final scores, 25 organizations submitted at least one GTT (either because their grant started before the GTT was a requirement, or, because they submitted a baseline GTT but the final was then waived because of the pandemic). These scores are still useful for comparison with data collected from any future grant. The scores also reveal trends in how groups view themselves. Out of a possible score of 20 points, 55 percent of groups gave themselves a score of 13 or more, suggesting at least a modest baseline of ability. Analysis of the data also shows that those groups with the lowest scores were consistently very small groups (e.g., with three or fewer staff), or new groups, which had not yet reached a stage of organizational maturity to address these issues.

8.3. Livelihood Improvements

As reflected in different investment priorities and in concert with the objective of improving human well-being, several projects explicitly recognized that poverty is a driver of threats to biodiversity, and thus tried to alleviate it. This was done via grants that provided training in

income-generating activities, as well as via grants that directly supported income generation for beneficiaries.

One challenge was in separating training or resource provision that might someday improve an individual or household income, from actual benefits received due to grant activities. Figure 3, above, showed the type of training that people received. Some of the training topics should lead to livelihood improvements, particularly for agricultural enterprise (4,109 people), small enterprise (192 people), tourism (167 people), agroforestry (130 people) and fisheries (60 people). That is over 4,600 people trained. However, it would be unrealistic to expect all those people to realize actual cash benefits, even in the long-term. On the other hand, presumably there are also people who received cash benefits who were not directly counted, meaning numbers are larger.

CEPF grantees were instructed to report on individuals with *confirmed* improved livelihoods, as opposed to "potential" improved livelihoods. Collectively, 343 people (i.e., beneficiaries, not people who were paid with grant funds) started making more money than they had previously, or had new, sustainable livelihoods because of CEPF grants. These included:

- Members of a women's group on Lembata Island, who, working with the grantee BARAKAT, learned better methods of salt production and marketing (thereby decreasing pressure for unsustainable fishing in a marine KBA).
- Fishing households in Banggai, who, with the assistance of Yayasan Alam Indonesia Lestari, learned to use aquaria to cultivate and export endemic cardinal fish (instead of catching wild fish off the reef).
- Members of village cooperatives in the Bantimurung region of South Sulawesi, working with Perkumpulan Payo-Payo, and cooperatives on the island of Talaud in North Sulawesi, working with IDEP, learned to produce, package, and market sustainable agricultural products (e.g., rice, dried fruit) that could be sold domestically as "organic," thus creating an incentive for better management of production landscapes within a KBA.
- The Balang Institute, in South Sulawesi, and Yayasan Tananua Yayasan Wahana Tani Mandiri, both in Flores, worked with farmer's cooperatives to successfully increase production and sale of sustainably grown coffee.

9. Enabling Conditions Results

9.1. Policies Supporting Biodiversity Conservation

The ecosystem profile identified the need for the revision of policies, with a general understanding of the term to include land-use development plans, land tenure and species management plans, among others. CEPF considers policy from the perspective of national-level legal changes but also to include regional or even local-level ordinances, down to village decrees establishing protected forests or marine areas. Unsurprisingly, given that many of the grantees were smaller organizations working in local contexts, the vast majority of policies enacted were of this type. Ultimately, 34 organizations worked to pass 96 village (*desa*), regional (*kabupaten*) or provincial policies, regulations, decrees or laws. Among these, 68 villages adopted regulations protecting the environment via creation or strengthening of terrestrial and marine protected areas, ordinances for protection of water supplies or forests, policies for spatial planning, or policies on the establishment of community and customary management groups (some villages passed multiple policies).

A typical example of these would be from the work of Justice Peace and Integrity of Creation (JPIC SVD), a Flores-based environmental NGO affiliated with the Catholic Church. As part of its project to reduce human-wildlife conflict with Komodo dragons in Pota district of Flores, JPIC raised local awareness about how to avoid attacks of the predators on livestock. JPIC then helped draft regulations on protection of Komodo dragon habitat in three separate villages: Nanga Mbaur; Nampar Sepang; and Golo Lijun.

In addition to local level policies establishing relatively small protected areas, there were also national government-level laws (i.e., passed by the Ministry of Environment and Forestry (MoEF), and the Ministry of Marine Affairs and Fisheries) creating large protected areas. Burung Indonesia was the key actor in getting two such laws passed. Burung Indonesia also helped MoEF as it issued policies on ecosystem management in relation to use of production landscapes. Separately, multiple large environmental NGOs, including Burung Indonesia and CEPF grantee WCS (along with many non-grantees) celebrated a years-long effort to the revision of Perarturan Pemerinta 7/1999, the law listing protected species in Indonesia. The law was formally revised in June 2018, adding numerous species to the list and, thereby, establishing the basis for numerous other actions for better KBA management. Lastly, Yayasan Kehutanan Masyarakat Indonesia led a nationwide network of partners to push for the release of new guidelines by MoEF allowing for co-management between national protected areas and community groups or CSOs (Perdirjen KSDAE No. 6 Tahun 2018 tentang Petunjuk Teknis Kemitraan Konservasi Pada Kawasan Suaka Alam dan Kawasan Pelestarian Alam).

9.2. Companies Adopting Biodiversity-friendly Practices

CEPF has a global goal of changing the way private sector actors produce, harvest, manufacture, package, distribute and sell products. The Wallacea ecosystem profile reflected this, perhaps in aspirational form, in Strategic Direction 5 on private sector engagement, and in its subordinate investment priority to engage five private sector actors with forestry and mining licenses in KBAs, and more modestly, to disseminate best practice models. (The third investment priority, on giving due to corporate social responsibility, is discussed in Section 9.4.) Unfortunately, achieving this goal proved difficult given the type of organizations CEPF engaged, and the size and scope of grants awarded. The overall median grant size, across all awards, was roughly $20,000 for one year. Even factoring out small grants, the median grant size was still only $95,000 for two years, and as noted previously, the vast majority of grants were made to local organizations. The reality is that effective engagement of private sector actors (at least national and international corporations) requires a sophisticated organization, working via a multi-year, often carefully cultivated partnership, with funding sufficient to allow for such engagement not just at an operational site but also at corporate headquarters in Jakarta or overseas. With one exception, this simply did not apply to the types of grants CEPF awarded in Wallacea.

CEPF made two related awards to the Indonesia Business Council for Sustainable Development (IBCSD), a Jakarta-based group that acts as an association of major manufacturing, resource extraction, trade and sales groups. IBCSD promulgated adoption of the IUCN-developed sustainable mining guidelines. IBCSD worked with the Indonesian Mining Association, MoEF, and the Ministry of Energy and Mineral Resources to promote the guidelines, and then further worked with PT Vale Indonesia to undertake a pilot effort at its metal mining site in Sorowako, near Lake Matano KBA in South Sulawesi.

9.3. Partnerships and Networks

Collaborative action multiplies the power of civil society. Such action takes two related forms: (1) creating or strengthening collaborative approaches between organizations at a site level or for a specific topic (i.e., "partnerships"); and (2) creating or strengthening more wide-reaching "networks" of multiple groups with a common purpose. In Wallacea, these partnerships and networks were sometimes created by design; they were the best or only way to get work done. However, these collaborations also occurred as a byproduct of the work: the result of exchange visits, mentoring and the recognition that working together created advantages for all parties.

Counting the number of new individual "partners" and distinguishing long-lasting partnerships from ones created solely for the period of the grant is a difficult process. Virtually every grantee created some sort of "partnership" with the communities and local government agencies where it worked, and then spoke of, by example, of the "network for the conservation of Komodo dragon habitat, and the promotion of sustainable tourism, in eastern Flores" (which was led by Yayasan Komodo Survival and included JPIC SVD) or of the "network of community-based MPA managers of North Sulawesi" (which was supported by WCS and Manengkel Solidaritas). These regional partnerships and networks were incredibly important to the success of each grant, and in their creation, even strengthened the CEPF grantee itself.

This report does not discount these but highlights, instead, some of the more far-reaching efforts.

- The national network of organizations for promotion of community forestry, under the name Forum Komunikasi Kehutanan Masyarakat, and represented by a secretariat NGO called Yayasan Kehutanan Masyarakat Indonesia, came into existence in the early 2000s, when the government of Indonesia invited civil society input into the 1990 Law on Forestry. CSOs nationwide banded together to support the government as it made changes to the law over the years. CEPF funding helped professionalize the network's secretariat, while also supporting revisions to rules on co-management (noted above) and providing input to new regulations on social forestry.
- The network of producers of sustainable cacao and coffee (supported by CEPF in Central Sulawesi), as formed by Rainforest Alliance prior to CEPF engagement and working nationwide. The Rainforest Alliance model recognizes that a network of cooperatives (which, in turn, comprise individual farmers) is needed to ensure reliable supply to buyers, who provide the money to make the feedback loop work.
- The network of wildlife trade informants (supported by CEPF in North Sulawesi), as formed by WCS prior to CEPF engagement and working nationwide. CEPF support allowed WCS to expand this network to North Sulawesi and monitor trade in threatened bird and marine species. Effectiveness of any individual informant relies on a chain of information and trusted partners; in other words, a network.
- The Forum Komunikasi Konservasi Indonesia (the communication forum for conservation in Indonesia): a network of almost all the major international and national conservation NGOs in the country, including Burung Indonesia, CI, WCS, The Nature Conservancy, WWF, KEHATI (an environmental trust fund) and WALHI (Indonesian Friends of the Earth), among others. CEPF's engagement of Burung Indonesia as the RIT allowed for the better prioritization of sites targeted by calls for proposals, better award decisions, leverage for projects once awarded, and clearer communication to government partners.

- Burung Indonesia created a partnership, where it represented CEPF grantees, in relation to nine national parks and government nature conservation agencies working in Maluku and Nusa Tenggara Timur. The memorandum of understanding signed by Burung and the government agencies facilitated CSO engagement, which led to the creation and better management of protected areas.

9.4. Leveraging Additional Resources

While CEPF made direct grants of over $6.6 million, some grantees were able to generate separate and complementary support. In exceptional cases, this included funding from other donors directly to bolster the project, notably:

- CI Timor-Leste, which raised a combined $127,000 of matching funds from a GEF-6 project and from private funds from Singapore.
- The Coral Triangle Center, which used an additional $100,000 from foundation donors to work on Atauro Island.
- Yayasan Komodo Survival, which raised an additional $40,000 from the European Zoos and Aquaria Association and from the WWF Education for Nature fund.

Less direct, but with broader impact, was the funding leveraged by Burung Indonesia and directed to Wallacea to achieve the goals of the ecosystem profile. This included the $2 million from the Millenium Challenge Account Indonesia that supported programs in Sumba (i.e., part of the hotspot but not included in the priority geographies), the $348,000 from the Full Circle Foundation that Burung used to combat parrot hunting and trade in Maluku, and the $15,000 from the Rainforest Trust that was used to support conflict resolution in Sahendaruman forest in Sangihe.

More difficult to quantify, Burung and its grantee and major NGO partners ensured coordination with several major donor efforts, even as those may have not provided significant funds to local civil society. This included coordinating with the USAID SEA project (marine and coastal conservation) in Maluku and North Maluku, the USAID APIK project (climate change mitigation) on the Maluku islands of Haruku and Nusalaut, the World Bank-funded dedicated grants facility for Indigenous people in Maluku and North Maluku, the GEF E-PASS (expanding protected areas in Sulawesi) program in Bogani Nani Wartobone and Tangkoko Dua Sudara, and the KfW forestry program in Lore Lindu National Park. The total funding for these projects was over $79 million, and grantees, even modestly, were able to ensure that support, often via government agencies, was directed at relevant KBAs.

A final piece of leverage appears as the smallest, in terms of US dollars, but may be the most significant. Namely, 13 villages provided direct discretionary funds (called *anggaran dana desa*) to support MPAs that they created, and 12 villages did the same to support forest management, ecotourism and permaculture. In each case, the funding might have been small (between $1,000 and $5,000 per village per year) but it was hugely important. First, it was a signal that local governments, even with meager resources, were committed to the work of grantees. Second, for the MPAs, the money was committed annually, in theory, forever. Last, these funds could be used in a manner free of typical grant proscriptions.

10. Other Impacts

The portfolio's strategic directions and investment priorities align well with CEPF's global impact indicators, as discussed above. However, there are other themes and stories that reflect the work in Wallacea, which are described here.

The Wallacea Biodiversity Hotspot as a meaningful construct. Although hotspots (the places with the greatest endemism also under the greatest threat) create a mechanism for targeting funding, they do not always have local resonance. However, because of the work of CEPF and its partners, Wallacea grew in significance as a construct within Indonesia.

From Indonesian independence in 1945 to the end of the Suharto era in 1998, "central Indonesia," including the several provinces of Sulawesi, the Maluku islands, and east and west Nusa Tenggara were always forgotten economically. They did not have the timber, oil, or minerals of Sumatra, Kalimantan and Irian Jaya (now West Papua), or the human resources or business drivers of Java and Bali. At the same time, the conservation community also showed less interest in the region, absent, again, the large intact forests and charismatic species found on the large islands. That changed, economically, in the early 2000s, as Indonesia determined that it needed central Indonesia to help meet national goals, particularly from marine fisheries and from the region's under-exploited minerals and forests. That development drive sparked an environmental threat to which CEPF and other programs started to respond.

Over the years, central and eastern Indonesia have transformed from a place where people spoke of it as "poor", "dry" or having "nothing there," to an economic necessity and a biodiversity marvel. As a word, in Indonesia, "Wallacea" is still difficult. It refers to a European scientist with a chequered past, of whom few Indonesians know. However, people do now know of *Indonesia Tengah dan Timur kecuali Papua* – Central and Eastern Indonesia, not counting Papua – as a place with the country's most intact reefs, greatest number of birds, and most unique fauna. They know it as a place that is rich in diversity. Conservation agencies within the government talk about Wallacea as a place for which to plan.

The ecosystem profile as a strategy that guides investment. When CEPF prepares ecosystem profiles, it lists all globally threatened species and all key KBAs because all are important. CEPF prioritizes these to direct its own funding but also promulgates the ecosystem profile to guide other donors, and to help it adapt to changing circumstances over an investment period. The profile served this purpose. One example is from the island of Sumba, not prioritized for CEPF support in the profile, but then, because of its KBAs, targeted by Burung Indonesia as the recipient of $2 million in grants from the Millennium Challenge Corporation. In a different example, the profile listed Rote snake-necked turtle as a priority species but then the Government of Indonesia invested directly on the species and habitat, allowing Burung to pivot to other options.

Partnerships around a geography contributing to a big result, rightfully attributed to a different party. Over the period of 2017 to 2019, the province of Central Sulawesi "declared" and then "established" the 869,000-hectare Banggai Dalaka Marine Conservation Area (as part of a marine spatial planning and zoning process known by its Indonesian abbreviation of RZWP3K). This was an enormous accomplishment, which represented the work of many dedicated civil servants and public officials. Credit goes squarely to the Government of Indonesia. At the same, CEPF was part of this story. As the government was formulating the plans for the conservation area, Burung Indonesia brought Indonesian CSOs

into the conversation, so that the government would know it had good partners on the literal geographic borders of the conservation zone. Thus, Burung made awards groups to develop locally managed marine areas (i.e., local protected areas) that were incorporated into the spatial plan, including to JAPESDA, to improve mangrove management and reduce pressure on fisheries of the coast of Pagimana and Luwuk Timur, the SIKAP Institute to develop community-based MPAs in Talang Batu, and to Perkumpulan Relawan untuk Orang dan Alam to do the same in Bone-Bone. The grant to Yayasan Alam Indonesia Lestari helped reduce overharvesting of cardinalfish in Banggai by creating a habitat protection zone. This took final form with a grant to Perkumpulan Relawan untuk Orang dan Alam, which coordinated a workshop on community-CSO-government collaboration in the management of Banggai Dalaka. Thus, even as the CEPF grantees presented "small" results in terms of hectares with strengthened management, the overall impact was much greater.

Examples of small organizations that matured significantly while receiving CEPF grants. Many small organizations receive grants from CEPF, do good work, and when the grants are over, remain the same as they were at the start, perhaps with a narrow geography or technical focus and only a few paid personnel. There is nothing wrong with this. However, some small organizations receive CEPF grants and in the process of engagement, transform themselves. Two notable examples from Wallacea were Manengkel in Manado, North Sulawesi, and BARAKAT, on Lembata Island in Nusa Tenggara Timur. Manengkel received one of the first small grants awarded in the region, for $17,000 in September 2015. At the time, it was effectively a three-person group comprised of local staff from a downsizing WCS. The grant was to focus on improving management of a community-based MPA in the village of Bahoi. Manengkel's success led to a large grant for $49,000 in June 2017, to replicate that work at several sites. By the time of the final assessment meeting in 2019, Manengkel had doubled in size and expanded work to beyond the Bahoi coast. Similarly, BARAKAT received two successive grants, for $18,000 and $72,000, over the period from 2016 to 2019. When BARAKAT first approached CEPF, it was a group of people native to Lembata island who wanted to promote formal recognition of traditional marine management practices. The organization was largely volunteer-driven, led by a senior person from the community. By the time the second grant closed, it had a professional operation and its leadership was regularly traveling to Jakarta to speak with the government and donors on the role of customary practice in relation to the rules of the administrative state.

Examples of community development CSOs that incorporated biodiversity conservation into their work. From the time of the ecosystem profile, the understanding was that the bulk of CSOs working in Wallacea were focused on issues other than conservation: community development; small enterprise development; agriculture; health; and education. Thus, CEPF received applications from, and made awards to, several highly capable groups, such as IMUNITAS (with experience on disaster response/mitigation and democracy and governance issues in Central Sulawesi), Lembaga Partisipasi Pembangunan Masyarakat (with experience on conflict mitigation and reproductive health in Ambon), Perkumpulan Payo-Payo (with experience on small and agricultural-based enterprise in South Sulawesi), Yayasan IDEP Selaras Alam (with experience promoting permaculture throughout Sulawesi), and multiple groups in Flores (Yayasan Tananua, Yayasan Wahana Tani Mandiri, Yayasan Ayu Tani Mandir, etc.) that had experience, variously, with coffee production, education, livelihoods, and housing. Each, in turn, implemented projects that improved the management of KBAs, brought a more rounded expertise to the project, and could then integrate conservation knowledge into their future work.

Example of the right type of organization delivering the right type of work. Lake Poso in Central Sulawesi is a freshwater KBA, threatened, in part, by agricultural runoff

from the surrounding hills. Among the crops grown in those hills is cacao. One way to reduce agricultural runoff is to incentivize cacao farmers to use less, or no, chemical pesticides and herbicides o their trees. Thus, CEPF awarded three complementary grants. One was to Rainforest Alliance, which helped create cooperatives of cacao farmers who committed to using organic practices. Rainforest Alliance guaranteed a premium purchase price for the crop and, with great experience in the field, could arrange for connections to the buyers. At the same time, a small local CSO, Yayasan Panaroma Alam Lestari Poso (YPAL), helped cacao farmers produce and use natural pesticides and herbicides that would have no impact on water quality in the lake. The third grant was to IMUNITAS, which in size and experience, sat between Rainforest Alliance and YPAL. IMUNITAS managed the community outreach and organization, and facilitated community land use planning, to determine which parts of the watershed would use organic practices.

Working outside the hotspot to affect what happens inside the hotspot. White cockatoos from Halmahera (North Maluku) are illegally captured and traded into a very large Indonesian domestic bird-keeping market, with many animals being purchased in the country's most populous island of Java (outside the hotspot). In particular, many animals go to East Java, which has several universities (owning a bird, illegally provided at a relatively low price, is a viable option for a university student). Thus, hunters and traders from Maluku provide the *supply* of birds and university students in East Java provide the *demand* for birds. CEPF grantee PROFAUANA Indonesia worked on both the supply and demand side of the issue. In Halmahera, PROFAUNA raised awareness that white cockatoo is a protected species in the country, thus discouraging its capture. The grantee also trained bird guides and helped establish birdwatching sites for tourism. However, perhaps more importantly, PROFAUNA initiated a campaign targeted at university students, using in-person events and a heavy reliance on social media, to educate people on the harm they cause in purchasing wild birds and to promote the purchase of captive-bred animals.

11. Progress Toward Long-term Conservation Goals

CEPF recognizes that it cannot secure all its conservation goals within a five-year investment phase. The starting point for civil society capacity and scientific knowledge is too low and the drivers of threats are too deep to be resolved with a relative handful of projects. Still, the CEPF Secretariat and RIT consider a day in the future when civil society can transition away from donor support, defined by criteria across five goals: conservation priorities; civil society capacity; financing; the enabling environment; and monitoring and responsiveness.

As shown in Annex 6, each of the five goals has five criteria, with the theory being that, when the criteria are met, civil society will no longer require CEPF support. Five criteria per five goals means there are 25 criteria. Realistically, to meet all 25 criteria could take several decades and cost tens, or hundreds, of millions of dollars. While a framework like this seems disheartening, it is not meant to be, because, indeed, progress is being made.

The 2014 ecosystem profile reviewed each of the 25 criteria and provided a "baseline," status, or justification where possible. The RIT and CEPF Secretariat conducted a similar exercise in 2020, as shown in Annex 6. In particular, there were improvements for:

- Assessments of globally threatened species, from "not met" to "partially met," based on a greater percent of assessments of vascular plants, freshwater shrimp and birdwing butterflies.

- KBAs, from "partially met" to "fully met," based on identification of KBAs in both Indonesian Wallacea and Timor-Leste. Certainly, there needs to be refinement in Timor-Leste, and KBAs always need updating anywhere in the world, but, effectively, the geographic priorities for conservation in Wallacea are known and accepted.
- Conservation plans, from "not met" to "partially met", with authorities in both Indonesia and Timor-Leste using conservation outcomes analyses to inform National Biodiversity Strategies and Action Plans (NBSAPs) and other major conservation strategies and projects.

In three areas, even in 2013, the criteria were fully met: there is no legal impediments to the operation of civil society in either Indonesia or Timor-Leste; the education system in Indonesia provides sufficiently trained managers; and, at least in Indonesia, conservation issues are regularly discussed in the public sphere and these discussions influence public policy (this is less so in Timor-Leste, where, while conservation issues are discussed in the context of livelihood issues, public policy is still driven by national need for job and revenue creation).

In other areas, there has been less progress, although that is not entirely surprising when talking about long-term goals. Of greater relevance are the areas with a low starting point, particularly best management practices for KBAs (because identifying a KBA remains an academic exercise if nothing is then done to conserve it), civil society capacity in Maluku and Timor-Leste, alternatives to natural resource-dependent livelihoods, transparency of public sector agencies, and enforcement.

12. Lessons from the Portfolio

CEPF gathered lessons from the grantees themselves, via their Final Completion and Impact Reports, surveys, and the final assessment meetings in Makassar and Jakarta. Lessons were also compiled based on internal reflections and discussions with external parties. The lessons point to improvements in any future program.

1. **Engagement with the private sector at a meaningful scale may be aspirational for a similarly designed grant program.** Strategic Direction 5 of the ecosystem profile anticipated that grants could be used to engage major private sector actors, leading them to reform their practices. This was not about dive boats, "eco" hotels, or purveyors of organic crops. Rather, this was about companies with hotspot-wide, nationwide, or even global footprints, especially (in Indonesia) mining, and, to a lesser extent, shipping and fisheries, and (in Timor-Leste) oil and natural gas, whose operations have large environmental footprints. If those companies could be engaged to incorporate biodiversity conservation into that practice, threats could be mitigated. The challenge was that CEPF was making relatively small grants, for relatively short periods of time, to relatively small organizations, typically based somewhere other than where these companies are headquartered. Engagement with such companies requires years, greater sums than CEPF typically provides and partners with specialist expertise. The goal of working with the private sector is still valid but is perhaps better done by an international or large national NGO with a longer time horizon and greater resources. For future investment, the recommendation becomes to either drop this as a strategic direction, or change the way CEPF operates, with the former being more likely.

2. **Working with a single RIT in both Indonesia and Timor-Leste may not be possible.** The history of Timor-Leste being part of Indonesia (1975-1999) and then its subsequent independence is still recent enough that it is not simple for an Indonesian

organization to work there. This includes issues of employment, registration, transfer of funds and spoken language, as well as less precise matters of personal and political feelings. Burung Indonesia and several other Indonesian organizations submitted competitive proposals to serve as the RIT, and ultimately, Burung demonstrated a high degree of competence throughout Indonesian Wallacea. It is the leading conservation NGO working in the Indonesian part of the hotspot, seen by government and civil society as a trusted partner. However, its expertise stops at the border. Burung was not able to employ an in-country coordinator to conduct NGO outreach, nor were they able to send funds from Indonesia to Timor-Leste, meaning there were no small grants in Timor-Leste, and only a few Timorese large grant applicants. A future Wallacea program needs to a clear mechanism for working in Timor-Leste, or an expectation that this part of the hotspot may receive little or no investment.

3. **Clustering through complementarity creates implementation advantages in a region of dispersed islands.** Wallacea has 142 KBAs. To prioritize these, the ecosystem profile used a complementarity analysis to determine the fewest number of KBAs needed to address all globally threatened species, then further created geographic clusters that provided structure for the RIT, allowed for individual grantees/projects to address multiple KBAs, and allowed for ridge-to-reef approaches. Future investments in the region should follow a similar approach.

4. **A different approach may be needed for Halmahera, North Maluku.** Despite there being multiple priority KBAs on North Maluku's largest island, implementation there was a challenge. Local CSO capacity is very low, and there are long-simmering conflicts between people of different ethnicities and religions going back to the Indonesian transmigration programs that culminated in the early 1980s. This meant it was difficult to get good-quality applications, and projects faced challenges of cooperation between communities and government agencies, leading to delays or changes in workplans. A future program could, variously, build local capacity before conducting conservation-focused work, engage mediators, and target locations for multi-year investments.

5. **Working for an external provider of capacity building services provides value.** CEPF engaged a local organization, Penabulu, to lead efforts to increase the capacity of grantees. Penabulu, itself, grew in the early 2000s to help local organizations in the rapidly evolving democracy and governance space in the post-Suharto era. Penabulu used its PERANTI+ tool to assess needs and deliver skills-based training on conservation knowledge, office administration, project management, communications, partnerships, and knowledge management. Future needs include improving the legal knowledge of CSOs (e.g., the rights, responsibilities, risks they face), improving their ability to mitigate risks to themselves and communities, and better utilization of alliances and networks. Conceivably, this work could extend to applicants or potential partners, as mentioned with Halmahera, above.

6. **Projects need to consider responses to short-term economic needs driving unsustainable resource use as barriers to change.** While sustainable use may be an economically rational option in the longer term, the short-term costs of abandoning open-access exploitation and participating in time-consuming management activities can be a significant barrier to participation. Where the long-term objective was sustainable income from a resource (such as fisheries), several projects provided short-term assistance to ensure that immediate needs did not undermine the establishment of a sustainable system. Other projects emphasized the development of alternative economic activities to reduce the need to exploit threatened species - including permaculture and fish breeding. In some cases, alternative economic opportunities were created by

training the exploiters, for example by training parrot trappers to become tourist guides. The best grants would form partnerships with local government or other providers to meet short-term needs. Still, a future strategy or implementation model needs to address this barrier.

7. **Validation of community-level plans by government helps address external problems and creates opportunities to secure support.** In many cases, participatory processes result in plans and resource management agreements that have the support of the community but may be undermined by the actions of government or private sector actors. In several projects, these issues were anticipated by securing recognition of the village plan, first within the villages' own official development plan and budget, and then, in some cases, within the district spatial plan. Communities were also able to use legal recognition of their existence and rights to resolve a conflict with a national park over land rights and access, and to address conflicts with private sector interests. Finally, communicating the results of community-level planning can encourage local government to address gaps in local regulations or perverse regulations which undermine sustainable use.

8. **Facilitating formal state recognition of traditional practices and structures is an important step in remote locations.** The term "Indigenous Peoples" is a challenging one, where the word *bumiputra*, meaning children of the earth, is used throughout the law and culture. Post-independence concepts of "one Indonesia," and "one Indonesian people" minimize who can lay claim to being *more* Indigenous than anyone else. Thus, relatively few groups, most in Papua and Kalimantan, use the term "Indigenous Peoples." Instead, more widely applied concepts include traditional and customary, captured by the word *adat,* or ethnic group or tribe, captured by the word *suku.* At least in some locations, traditional practices and structures for natural resource management are still viable. As demonstrated on Lembata Island and Buano Island, the formal administrative state (represented by village, kabupaten, provincial, and national government bodies) can recognize and take advantage of them, in the positive sense of the word.

13. Future Directions and Conclusions

Biodiversity hotspots, by definition, are under threat. The overall level of threat in Wallacea Hotspot did not abate between 2014 to 2020 and, if anything, the economic development of the region suggests there will be an even greater emphasis on growth. In response, stakeholders at the final assessment workshops suggested steps for the future.

1. Wallacea, as a concept or an understood space in Indonesia, is still new. Efforts need to continue to emphasize its importance for conservation. Indonesians will readily identify other parts of the country, notably northern Sumatra and Kalimantan, with their extensive forests and charismatic species (e.g., tiger, orangutans), for their conservation value and recognize their loss. However, for central Indonesia, there is notion of it as "dry", as a place where there is nothing of biological value. Sensitizing the government and popular media to the reality will remain a task for both leading national NGOs and international NGOs.

2. Indonesia is a megadiverse country. In addition to Wallacea, it contains parts or all of the Sundaland Biodiversity Hotspot and the Coral Triangle, is home to several globally significant reefs, and is part of a major flyway of Asian migratory birds. The Government of Indonesia, and particularly its national development planning agency, BAPPENAS, see

the country first, and these biological divisions as secondary, if at all, or as avenues for fundraising for national conservation needs. Future strategies need to fit squarely within national development plans to maintain government support.

3. The conservation needs of Timor-Leste might be better understood in a national context than in the context of Wallacea. The 2014 ecosystem profile showed no globally threatened species in Timor-Leste that were not also in Indonesia, which alone argues against granting in Timor-Leste for reasons other than equity. Further, given the political differences between the countries, having one (Indonesian) RIT is a challenge, and the generally lower capacity of Timorese NGOs might also call for a special approach. Lastly, there are huge interests from Australian bilateral aid, from the oil and gas industry, and from major international community development organizations, and huge needs in terms of employment, education, and health, that dominate the agenda. Thus, it is difficult to have a single strategy that effectively addresses both countries in the hotspot.

4. In some hotspots, CEPF prepares and promulgates a "long-term vision" that charts a path for civil society to transition away from the need for support from CEPF. These are challenging documents to prepare, and they ideally require the endorsement of major government, donor, private sector and NGO partners. The previous two points raise a further consideration. In Indonesia, the hotspot only covers a part of the country and there are strong agencies planning for conservation at a national level (i.e., BAPPENAS, MoEF, Ministry of Marine Affairs and Fisheries). Meanwhile, in Timor-Leste, the hotspot covers the entire country. Thus, in both countries, for a long-term vision to have validity, it should be led by, or correspond directly, with the plans developed by national government agencies.

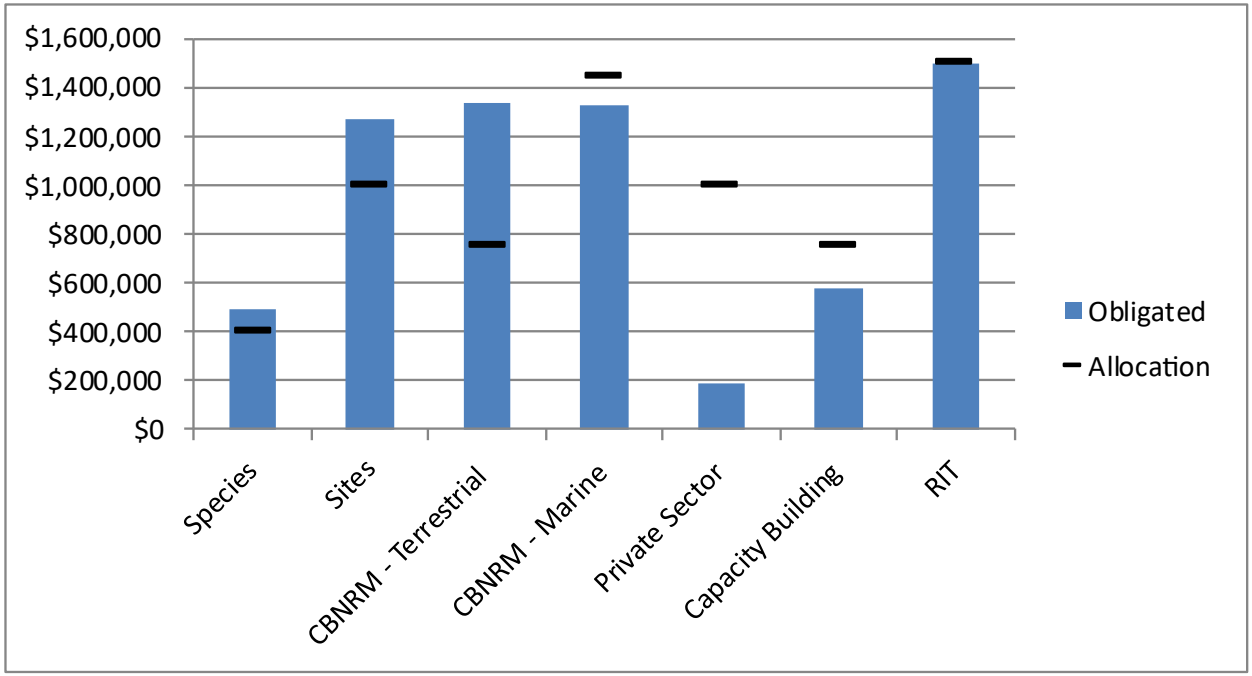
5. CEPF monitors the mix of grants awarded to international versus national (or "local") civil society organizations. In some hotspots, local absorptive capacity is limited, or international NGOs dominate the space. However, this is not the case in Wallacea and there is limited need to make awards to international groups. That being said, future programs should look at ways to integrate efforts between the "levels" of truly community-based or provincial Indonesian groups, national CSOs, and international NGOs, and then further between those three and foreign funded "projects" (e.g., such as USAID's large marine management and climate adaption projects led by US contractors) and government-led efforts. CEPF grants are well suited to complement the work of bigger programs.

6. A future strategy, or the grants program, may wish to test or confirm the assumptions that certain actions ultimately lead to conservation of species and KBAs. For example, grant strategies assume that writing a species action plan and raising local awareness, will lead to the recovery or protection of a species, that creating a protected area and improving its management, will conserve habitat and species in that location, that promoting sustainable agriculture in a watershed will lead to improvements for threatened freshwater species downstream, and that providing alternative livelihoods leads to fewer instances of unsustainable practices by those same, or other, people.

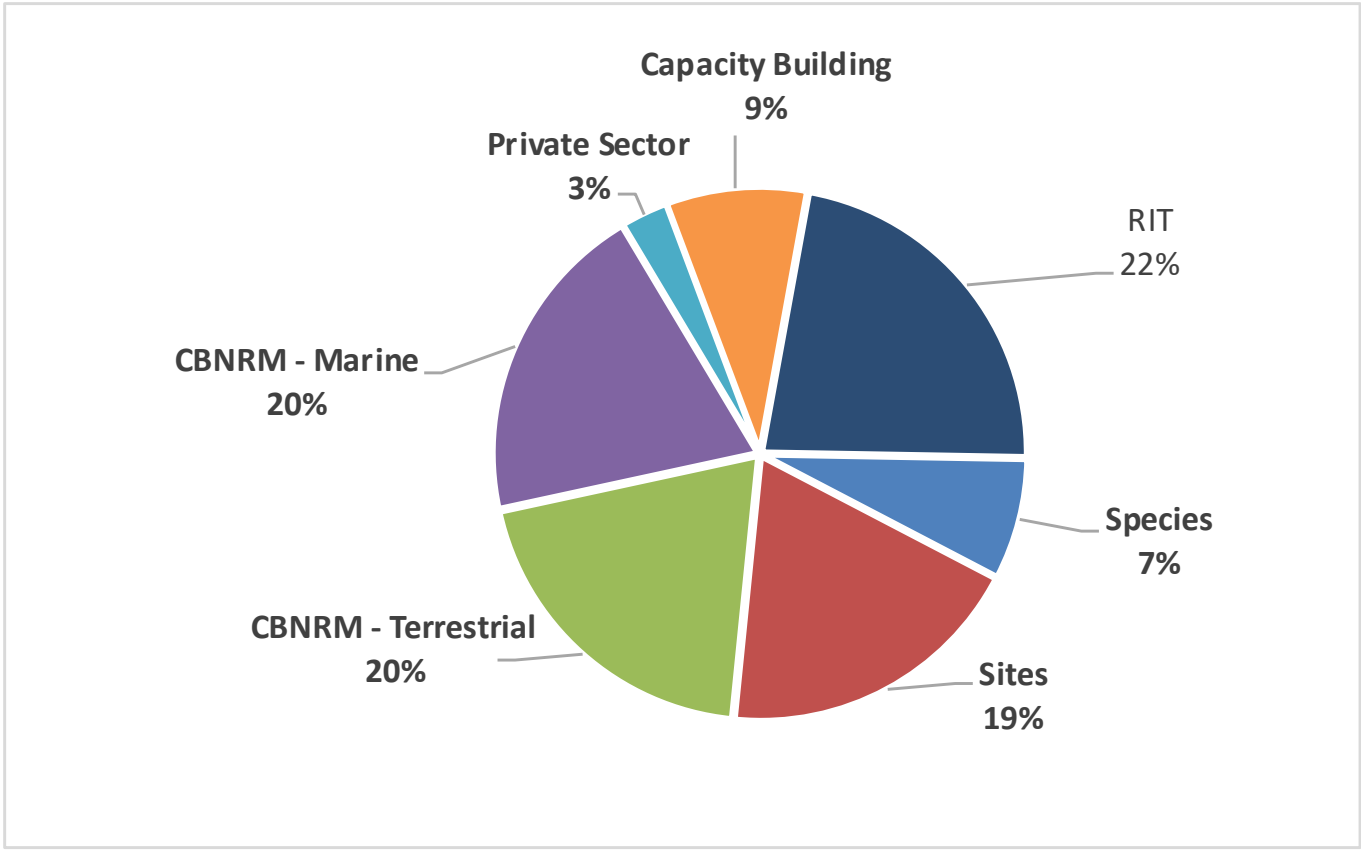
Certainly, these are only suggestions and there are still many more options. As this portfolio has shown, with a relatively small amount of money, civil society can achieve major results. Engaging CSOs in Wallacea to continue the strategy of the 2014 ecosystem profile or on any of the above proposals will be a positive step for biodiversity conservation in the future.

Annex 1. Summary Figures

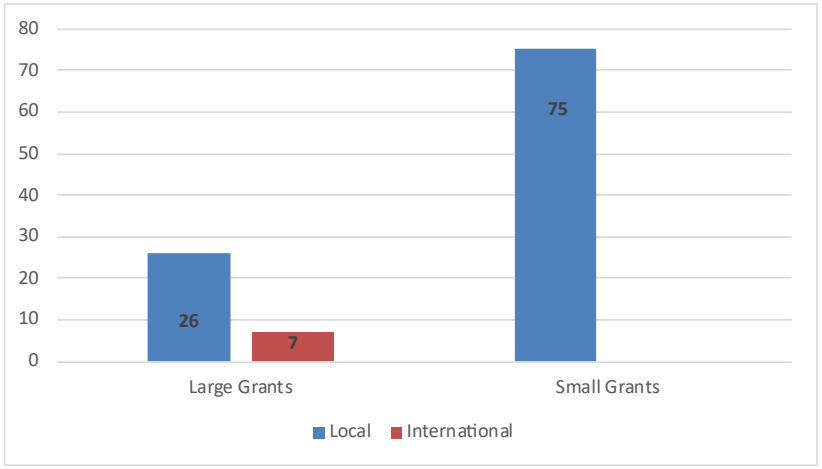
This figure corresponds to Table 4 and shows the amount of funds awarded per strategic direction. The heavy black line shows the allocated amount. The portfolio dedicated more funding to species (Strategic Direction 1), sites (SD 2), and terrestrial community-based natural resource management than originally planned. The "shortfall" in marine sites was nominal. The "shortfall" for capacity building is an artifact of the way CEPF accounts for grants, with virtually every grant across all strategic directions having some element of capacity building. The major difference was in for Strategic Direction 5 related to the private sector, as discussed elsewhere in this document.

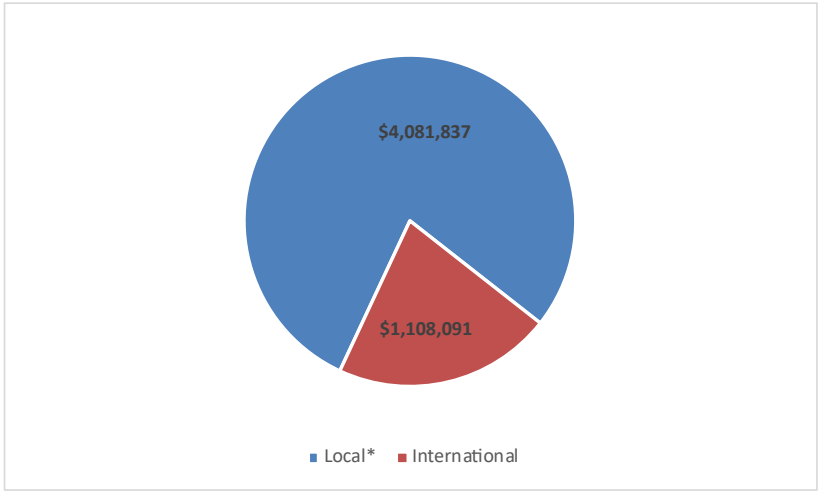


This figure corresponds to Table 4 and shows funding by strategic direction.



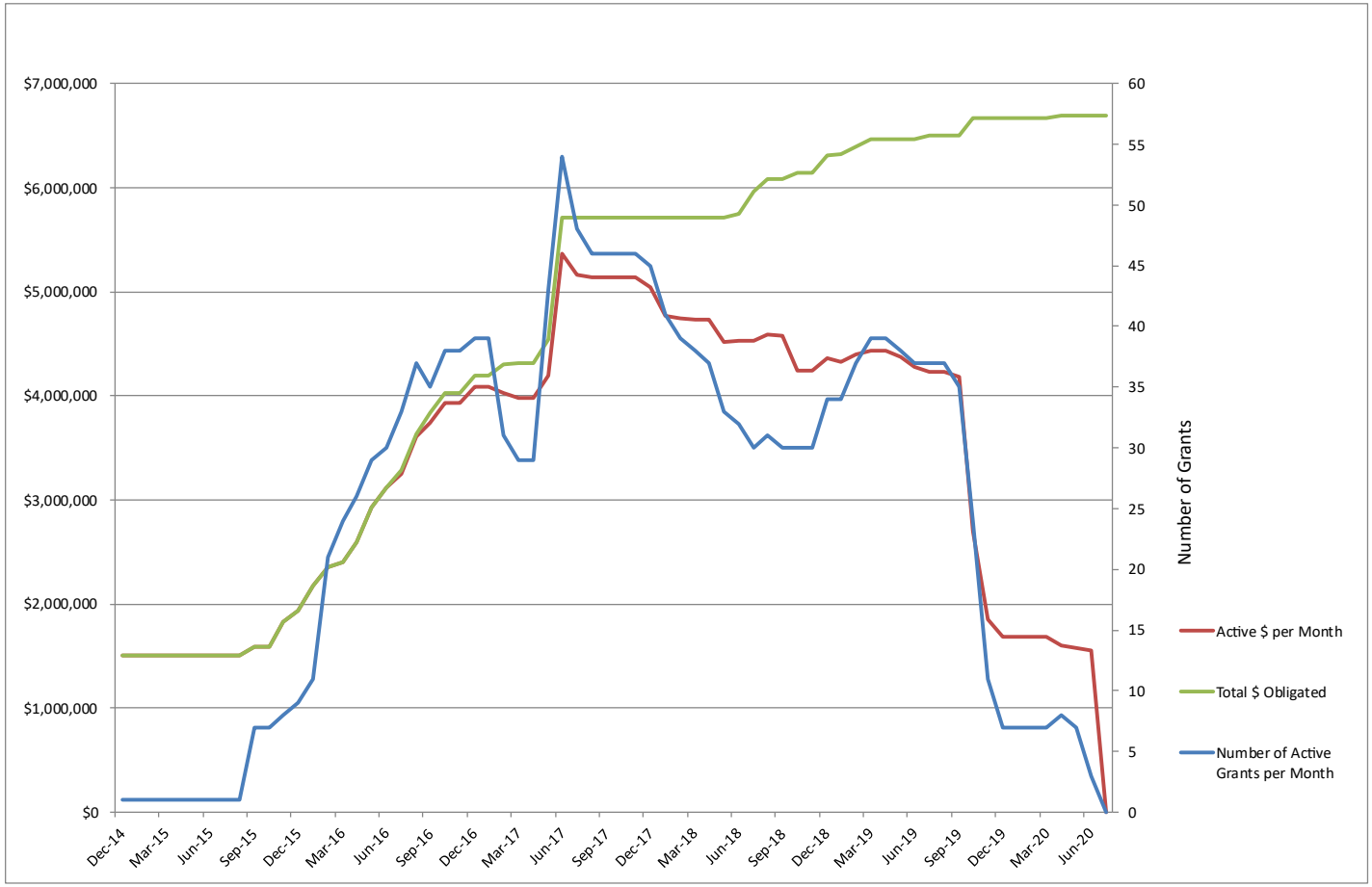
The figures below correspond to Table 6, showing the number and dollar value of large and small grants made to local and international groups (not including the RIT).





This figure shows the obligation trend of the portfolio from RIT award in December 2014 to close-out in June 2020.

The green line shows the total dollars awarded rising steadily over time, to $6,689,317, with most money awarded by March 2019. The red line shows the total value of active grants at any time, peaking at $5.3 million in June 2017. This line reflects risk: the dollar value commitment of ongoing work. The blue line shows the number of active grants at any given time, peaking at 54 grants in in June 2017. This line reflects the workload for the RIT and CEPF Secretariat.



Annex 2. Update on Progress Toward Targets in the Portfolio Logical Framework

Objective	Indicator (exact text of the Ecosystem Profile)	Progress to Date
Status of globally threatened biodiversity in Wallacea is more secure as a result of action by civil society organizations	Increase in the RLI over five years for all globally threatened species in the hotspot (GI1)	The profile identified 308 globally threatened terrestrial species and 252 marine species, thus this indicator is somewhat ambitious, and even if there were interventions on all these species, one would not expect an increase in the Red List Index over a typical portfolio. Grants worked directly to reduce threats, improve habitat or improve the legal protection of 29 terrestrial species and 5 marine species, not counting the many more species that were addressed indirectly via work in KBAs. (Section 6.1)
	Reduction in level of threat to target KBAs (GI6)	The profile listed 91 terrestrial and 53 marine priority KBAs. Grants improved the management of 35 priority KBAs and 4 non-priority KBAs. (Section 6.2)
	300% increase in the area of production landscapes (non-PA) managed for biodiversity between 2014 and 2019 (GI8)	Grants improved management of 209,165 hectares of terrestrial production landscape and 15,108 hectares of marine production landscape. Baseline figures for area of production landscape managed for biodiversity prior to the start of the CEPF investment are not available. (Section 6.2)
	Change in the number of people (GI9) and communities (GI10) with improved and more secure livelihoods as a result of CEPF grantee actions	Grants benefited 180 communities with 110,400 people. 12,394 people received training and 343 people had confirmed improved livelihoods. Of the 180 communities, 51 benefited from one or more of increased access to water, food, energy, public services, resilience to climate change, land tenure, or access to ecosystem services. (Sections 7.2, 8.1, 8.3)
	Estimated volume of above-ground CO_{2e} stored in KBAs supported by CEPF grants is stable or increases (GI11)	232,118 hectares of terrestrial KBAs were under improved management. Within this area, the amount of above-ground carbon stored can be assumed to have remained stable or increased over the investment phase. (Section 6.2)
	Increase in the volume and quality of freshwater supply from KBAs supported by CEPF grants (GI12)	Improved management of 26 terrestrial KBAs is assumed to have increased the volume and quality of freshwater but no direct measurements are available. (Section 6.2)

Objective	Indicator (exact text of the Ecosystem Profile)	Progress to Date
	The intensity and effectiveness of CSO networking and partnerships increases as a result of the CEPF program (GI22)	See text in Section 9.3. Multiple partnerships supported, and at least 5 far-reaching networks supported.

Intermediate Outcome	Intermediate Indicators (exact text of the Ecosystem Profile)	Progress to Date
1. Threats to high priority **species** are reduced	Main threats to at least five terrestrial and three marine species are reduced to a level where they do not endanger the species	Grants worked directly to reduce threats, improve habitat, or improve the legal protection of 29 terrestrial and 5 marine species; many more species were addressed indirectly via work at KBAs. (Section 6.1)
	Six existing species action plans are resourced and implemented by government	4 species directly addressed by CEPF grants (yellow-crested cockatoo, Moluccan megapode, maleo and the fish *Glossogobius matanensis*) each received some level of government support, but no species action plans formally received resources or were implemented by the government, as this was not a strategy chosen by grantees.
2. Globally important **sites** are managed to conserve global biodiversity values	Rate of habitat loss in at least one terrestrial KBA supported by CEPF grants in each of eight priority clusters is reduced by 50% compared to a business as usual baseline (GI3)	232,118 hectares in terrestrial KBAs under improved management serves as a proxy for reduced habitat loss but change in rate of loss was not measured. (Section 6.2)
	For at least one KBA in each of five priority marine corridors coral cover at the end of the project is no less than the cover at the beginning as a result of CEPF support.	28,983 hectares in 13 marine KBAs under improved management serves as a proxy but no total coral cover assessment was conducted in 2014 or 2020. (Section 6.2)
	At least one successful CEPF funded ridge-to-reef project in each of the four marine corridors that are integrated with terrestrial corridors	The ecosystem profile identified Halmahera, Seram-Buru, North Sulawesi, and Wetar-Timor as having potential for ridge-to-reef approaches. A successful example occurred on Buano Island (Seram-Buru) via the grant to LPPM but, otherwise, the administrative and geographic scale proved too large in relation to the typical CEPF grant.
	At least one KBA in each of eight priority clusters outside official protected areas is conserved through a successful CEPF funded project	Production landscapes in 70 KBAs benefited from improved management. (Section 6.2)

Intermediate Outcome	Intermediate Indicators (exact text of the Ecosystem Profile)	Progress to Date
	Overall level of resources (protected area staff, budget, and resources from other stakeholder) dedicated to addressing priority conservation management issues at five CEPF-funded KBAs that are also protected areas increases by at least 10% within a year of the end of the project (GI18)	23 protected areas were created or expanded, serving as a proxy for resource allocation. (Section 6.2)
	Annual budget allocation by PHKA and KKP (Indonesia) for conservation in Wallacea increases by 1% per year in real terms.	This indicator was not monitored, as it was outside the influence of CEPF grants.
	Local government at 10 CEPF-funded marine KBAs allocates resources for their conservation	13 villages provided discretionary funds to support MPAs at 13 sites (and 12 villages provided similar support at 12 terrestrial sites). (Section 9.4)
	Evaluation of the management effectiveness of terrestrial (METT) and marine (EKKP3K) protected areas in Wallacea shows improvements in at least 50% of the indicators	23 protected areas were created or expanded, serving as a proxy for improvements measured by management tools. (Section 6.2)
	Increase of 10% (from 2.7 million to at least 3 million hectares) in the area of terrestrial KBAs under formal protection (GI5)	22,926 hectares of terrestrial KBA were placed under formal protection directly due to project activity. Significant improvements to Timor-Leste protected area network were underway at the time of portfolio close. (Section 6.2)
	Increase of 50% in the area of Marine KBAs with formal protection as KKP/KKPD within five priority marine corridors	13,900 hectares of marine KBA were placed under formal protection directly due to project activity. Indirect attribution, or attribution to government-led efforts is at least 850,000 hectares for marine sites. (Section 6.2)
3. Indigenous and local [terrestrial and marine] natural resource-dependent communities are engaged with integrated	At all CEPF-funded sites indigenous and resource-dependent communities have documented and mapped customary ownership and/or use rights at the site (GI4)	41 communities in 23 KBAs explicitly addressed recognition of traditional knowledge. (Section 8.)
	At all CEPF-funded sites, the rights of relevant local communities over natural resources are acknowledged and respected by other stakeholders (GI4)	Work took place in 39 sites and 180 communities. Universally, these were endorsed by local stakeholders prior to inception. 77 grants explicitly addressed either recognition of traditional knowledge and/or local decision-making and governance.

Intermediate Outcome	Intermediate Indicators (exact text of the Ecosystem Profile)	Progress to Date
management of key sites and corridors	Community institutions, capacity, plans and agreements with other stakeholders (as appropriate for the situation) are in place and resourced (GI4) in at least one KBA in each of three priority clusters	The following community institutions were formed across multiple KBAs and clusters: 25 community-based MPA management groups; 12 MPA monitoring and patrol groups; 1 group to promote sustainable fisheries; 10 forest management groups; 5 landscape-level coordination and planning groups; 3 awareness promotion groups; 4 species conservation groups; 14 micro and small enterprise groups; 2 tourism development groups; multiple farmers cooperatives and village savings cooperatives.
4. Indigenous and local communities dependent on marine resources are engaged with integrated management of key sites and corridors	At all CEPF-funded sites indigenous and resource-dependent communities have documented and mapped customary ownership and/or use rights at the site (GI4)	16 communities in 13 marine KBAs explicitly addressed recognition of traditional knowledge. (Section 8.)
	At all CEPF-funded sites the rights of relevant local communities over natural resources are acknowledged and respected by other stakeholders (GI4)	Work took place in 13 sites and 16 communities. Universally, these were endorsed by local stakeholders prior to inception.
	Community institutions, capacity, plans and agreements with other stakeholders (as appropriate for the situation) are in place and resourced (GI4) in at least one KBA in each of three priority clusters	The following community institutions were formed across multiple KBAs and clusters: 25 community-based MPA management groups; 12 MPA monitoring and patrol groups; 1 awareness promotion groups; 2 species conservation groups; 4 micro and small enterprise groups.
	Community systems for management of marine resources are recognised and supported by government in at least three CEPF-funded marine KBAs	The following community institutions were formed across multiple KBAs and clusters: 25 community-based MPA management groups; 12 MPA monitoring and patrol groups. Village development funds (*anggaran dana desa*) for patrolling/monitoring/ protection in 5 communities and investment in capacity for marine-based livelihoods in another 5.
	Conservation management of all CEPF-funded marine KBAs includes creation or strengthening of community groups	Work took place in 13 marine KBAs. Community groups were engaged (i.e., strengthened or created) in all.
5. Private sector actors take action to mitigate negative impacts and to	5 Private sector actors with resource management/extraction licenses over KBAs adopt mechanisms to safeguard global biodiversity values at sites targeted by CEPF grants (GI4)	PT Vale instituted a pilot project to adopt sustainable mining in Sorowako, near Lake Matano KBA, but did not universally adopt such mechanisms in Wallacea.

Intermediate Outcome	Intermediate Indicators (exact text of the Ecosystem Profile)	Progress to Date
support conservation of globally important sites and species in production landscapes	Private sector actors (in or out of the NR sector) provide funding to address priority conservation actions at 10 KBAs targeted by CEPF grants in production landscapes	No funding by the private sector was explicitly allocated to grantees to support grant-initiated activities (i.e., no corporate social responsibility funding) but links were forged with buyers of organic agriculture products (IDEP in Talaud), coffee and cacao in Central Sulawesi (Rainforest Alliance in Lake Poso), and coffee in Flores (Yayasan Tananua).
	At least three models of best practice addressing key issues in production landscapes are documented and disseminated (GI19)	Value-added production from sugar palm and village cultural tourism in Bantimurung-Bulusaraung National Park (Perkumpulan Payo-Payo), specialty coffee in Bantaeng (Balang Institute), sustainable tourism in Kelimutu, Flores (Yayasan Tananua), and permaculture in Talaud (IDEP).
6. Civil society in Wallacea has the capacity to identify, implement and sustain actions for maintenance of global conservation values	Increase in the capacity of 75% CEPF grantees to plan, implement and sustain conservation actions (GI20)	Out of 51 groups, 23 had an increase in CSTT score, 24 had no change, and 4 had a decline. (Section 8.3)
	Improvement in the collective ability of civil society in Wallacea to plan, implement and sustain conservation actions (GI21) in at least three of the eight priority clusters, compared to baseline established by the RIT	A proxy for collective capacity is presented by networks, including Forum Komunikasi Kehutanan Masyarakat, a regional network for Komodo dragon habitat and sustainable tourism in eastern Flores, and a regional network for MPA managers in North Sulawesi. (Section 9.3)
	Leaders of 75% CEPF grantees demonstrate knowledge of global and national issues and decisions which affect their work and plans, and articulate how they will respond , in the initial assessment and end of project assessment (GI23)	Including the RIT, 63 Indonesian or Timorese organizations received grants. Each participated in grantee outreach activities or trainings that required their understanding CEPF approach as detailed in ecosystem profile, which otherwise reflects global and national issues.
7. Incorporation of CEPF-identified priorities into key stakeholder policies and programs results in more, better targeted funding for	Six existing species action plans are updated with reference to CEPF data and project results	34 species were directly addressed by grants, and, of these, yellow-crested cockatoo, Moluccan megapode, maleo and *Glossogobius matanensis* each received some level of government support, but no species action plans formally received resources or were implemented by the government, as this was not a strategy chosen by grantees.

Intermediate Outcome	Intermediate Indicators (exact text of the Ecosystem Profile)	Progress to Date
conservation in the hotspot, as addressed by the RIT or appropriate entities	Data from CEPF is used to determine location of new MPAs by KKP and "essential ecosystem" by PHKA	Burung created a partnership with nature conservation agencies in Maluku, Nusa Tenggara Timur, North Sulawesi, and South Sulawesi that pushed for formal conservation, and engagement of civil society, at CEPF-identified KBAs. This included the national park offices of Aketajawe Lolobata, Manusela, Kelimutu, Bantimurung-Bulusaraung, district environment and forestry agencies of Banggaai Keluauan, Seram Bagian Barat, Luwu Timur (in relation to essential ecosystem services), and provincial marine fishery offices in aforenamed provinces on marine spatial planning. (Section 9.3)
	Three major national development policies (e.g., MP3EI, NBSAP) take into account conservation of KBAs and corridors	MoEF issued a policy on ecosystem management in relation to production landscapes. A formal revision to Perarturan Pemerinta 7/1999 extended formal protection to more threatened species. YKMI worked with MoEF to update guidelines on community forestry. (Section 9.1)
	Five examples of provincial or district land-use plans, marine/coastal spatial plan, development plans taking into account conservation of KBAs and corridors	96 village, regional and provincial policies, regulations, decrees or laws were promulgated, taking into account conservation. (Section 9.1)
	Plan for resource mobilisation in NBSAP supports KBA conservation	No formal changes were made to the NBSAP due to RIT engagement. Rather, Burung created a partnership with nature conservation agencies in Maluku and Nusa Tenggara Timur that pushed for formal conservation and engagement of civil society at KBAs. (Section 9.3)
	Government's "one map" process (reform of forest tenure in Indonesia) recognises the importance of maintaining forest cover in priority sites	The RIT dropped this as a goal as being outside of its immediate scope of work, and because of greater opportunities and needs elsewhere in the portfolio.
	Draft decree on protected areas in Timor-Leste is passed, resourced and implemented	CI and others supported this as part of a larger, GEF-funded program. Decree Law No.6/2020 passed in February 2020 but was not attributable to CEPF support.
	At least five companies or CSOs take conservation of KBAs into account in their planning process	PT Vale instituted a pilot project to adopt sustainable mining in Sorowako, near Lake Matano KBA, but did not universally adopt such mechanisms in Wallacea.
	Assessment of options and potential sources of funding for a sustainable financing mechanism completed (GI14, GI15, GI16, GI17)	The RIT did not carry out this assessment.

Annex 3. Contributions to the CEPF Global Indicators

CEPF tracked all grants per multiple measures, including how each grant contributed to CEPF's 16 global indicators. Results can change, positively or negatively, even after grants end and the portfolio closes. Nonetheless, as of the close of the portfolio in June 2020, total contributions to CEPF global indicators are shown below. Many of these overlap with the Portfolio Indicators (Annex 2) and are elaborated upon elsewhere.

No.	Indicator	Result
Pillar: Biodiversity		
1	Number of globally threatened species benefiting from conservation action	35
2	Number of hectares of Key Biodiversity Areas with improved management	261,099
3	Number of hectares of protected areas created and/or expanded	36,826
4	Number of hectares of production landscapes with strengthened management of biodiversity	224,272
5	Number of protected areas with improved management (existing + new)	23
Pillar: Civil Society		
6	Number of CEPF grantees with improved organizational capacity	20
7	Number of CEPF grantees with improved understanding of and commitment to gender issues	10
8	Number of networks and partnerships that have been created and/or strengthened	5
Pillar: Human Well-Being		
9	Number of people receiving structured training	12,394
10	Number of people receiving non-cash benefits	110,400
11	Number of people receiving cash benefits	343
12	Number of projects promoting nature-based solutions to combat climate change	70
13	Amount of carbon dioxide equivalent sequestered in CEPF-supported natural habitats[2]	Not available
Pillar: Enabling Conditions		
14	Number of laws, regulations, and policies with conservation provisions that have been enacted or amended	96
15	Number of sustainable financing mechanisms that are delivering funds for conservation	0
16	Number of companies that adopt biodiversity-friendly practices	0

[2] This indicator is monitored by CEPF at the global level rather than at the level of individual portfolios.

Annex 4. Results per Aichi Targets

The following table shows the contributions of the CEPF grant portfolio in Wallacea towards the targets of the United Nations Convention on Biological Diversity (CBD) 2011-2020 Strategic Plan for Biodiversity, also known as the Aichi Targets.

Aichi Target	Description	Result
1	Awareness of the values of biodiversity	Grantees worked in 180 communities with 110,400 people
2	Biodiversity values have been integrated into national and local development and poverty reduction strategies	96 village, regional, and provincial policies, regulations, decrees, or laws; 3 national level laws or policies.
4	Plans for sustainable production and consumption	Improved management of 209,165 hectares of terrestrial production landscape and 15,108 hectares of marine production landscape.
5	Reduction in loss of natural habitat, fragmentation	26 terrestrial KBAs covering 1,054,000 hectares have improved management, with 232,118 of those hectares having specific intervention for improvement 13 marine KBAs covering 1,065,631 hectares have improved management, with 28,983 of those hectares having specific intervention for improvement
6	Fish and invertebrate stocks and aquatic plants are managed and harvested sustainably	Grant to Universitas Andi Jemma faculty of fisheries for sustainable management of butini fisheries in Lake Towuti
7	Areas under agriculture, aquaculture and forestry are managed sustainably	209,165 hectares in 26 sites with production landscape under improved management
8	Pollution, including from excess nutrients, has been brought to levels that are not detrimental	Grant to IMUNITAS and YPAL sought to control pesticide and herbicide use in the Lake Poso watershed
9	Invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated	Not addressed in this portfolio
11	Improved management of well-connected systems of protected areas and other effective area-based conservation measures	39 KBAs covering 2,119,631 hectares have improved management, understanding that CEPF's focus on KBAs for its conservation outcomes represents an effective area-based conservation measure
12	Prevention of species extinction	34 globally threatened species benefited from study and/or conservation action

Aichi Target	Description	Result
14	Ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable	38 grants working in 52 communities undertook work that improved access to ecosystem services
15	Ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification	Not addressed in this portfolio
16	Nagoya Protocol on access and benefit sharing consistent with national legislation	49 communities with 59,000 people benefited from improved recognition of traditional knowledge or improved decision-making and representation in governance
18	Respect for traditional knowledge, innovations and practices of indigenous and local communities	40 communities with approximately 36,650 people benefited from projects supporting recognition of traditional knowledge
19	Improvement, sharing, transfer, and application of knowledge, science, technology	Research shared on Komodo dragon, *Shorea selanica, Vatica flavovirens*, maleo, Malili lakes freshwater invertebrates and limestone karst in South Sulawesi

Annex 5. All Awarded Grants, by Major Geographic Area within Wallacea

CEPF encourages interested parties to review its project database for details on any grant discussed in this report, including summary descriptions of the projects, final completion reports and other information provided by grantees. The table below includes embedded hyperlinks to CEPF's website for each specific grant. In the table below, the column heading SD refers to the major Strategic Direction addressed by the project. Grants for $40,000 or more were awarded as "large" grants directly from CEPF to the recipient. Grants of less than $40,000 were awarded as "small" grants by Burung Indonesia using funds provided by CEPF as part of a Small Grant Mechanism.

Note that the four grants awarded in March 2020 were prematurely truncated due to the global pandemic, hence the small value of these awards. They are listed here, including Grant 110663 for $0, for transparency and to reflect that work of the RIT.

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
RIT Grant							
1	65672	Burung Indonesia	7	CEPF Regional Implementation Team in Wallacea	1-Dec-14	30-Jun-20	$1,499,389
Grants in the Indonesian Provinces of East and West Nusa Tenggara (Lesser Sundas)							
2	72412	BARAKAT	4	Marine Biota Conservation by Fishermen at Hadakewa Bay, Lembata	1-Feb-16	31-Jan-17	$17,930
3	66577	BARAKAT	4	Strengthening the Protection of a Site: KBA Economic Empowerment Through Regulations and Coastal Communities, Indonesia	1-Jun-17	30-Nov-19	$72,643
4	104103	Forum Peduli Kawasan Mbeliling	2	Sustainable Forest Management in Western Flores	1-May-17	30-Jun-18	$12,070
5	72406	Justice,Peace and Integrity of Creation SVD	3	Community-Based Conservation for Komodo Dragon (*Varanus komodoensis*)	1-Feb-16	31-Jan-17	$13,817
6	72386	YAKINES	3	Community-Based Terrestrial Natural Resources Management in Mbeliling Forest Area, Tanjung Kerita Mese, West Manggarai District, NTT	1-Feb-16	31-Jan-17	$17,431
7	72381	Yayasan Ayu Tani Mandiri	2	Improvement of Forest Management Model under Community Forestry Scheme in Ili Wengot	9-Feb-16	8-Feb-17	$19,664
8	104102	Yayasan Ayu Tani Mandiri	2	Community-Based Forest Management in Ilo Wengot, Flores	1-May-17	30-Jul-18	$18,591
9	109711	Yayasan Ayu Tani Mandiri	3	Community Forest Management in Eastern Flores, Indonesia	3-Dec-18	31-Oct-19	$18,621
10	72409	Yayasan Kasih Mandiri Flores Lembata	2	Building Capacity on Community-based Forest Management for Prosperity and Biodiversity Conservation in Pantar, Alor District	1-Feb-16	31-Jan-17	$15,275
11	66006	Yayasan Komodo Survival Program	2	A Multidisciplinary Approach for Conservation of Coastal Forest Habitat and Komodo Dragons on Flores	1-Apr-16	30-Sep-19	$135,692
12	110268	Yayasan Komodo Survival Program	1	Collaborative Planning for Komodo Dragon Conservation on Flores Island, Indonesia	9-Sep-19	31-Mar-20	$31,772
13	66009	Yayasan Pengkajian dan Pengembangan Sosial	4	Rescue Marine Biodiversity in South Beach Lebau	1-May-16	30-Jun-18	$89,566

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
14	109840	Yayasan Pengkajian dan Pengembangan Sosial	4	Improved Coastal Resources Management in South Solor Island, Indonesia	14-Jan-19	31-Oct-19	$23,969
15	109709	Yayasan Pusat Informasi Lingkungan Indonesia	1	Preparation of the Flores Eagle Species Action Plan in Indonesia	26-Nov-18	26-Sep-19	$37,635
16	66011	Yayasan Tananua Flores	3	Service and Nature Improvement Program for Sustainable Livelihoods in Flores National Park	1-May-16	30-Sep-19	$150,017
17	104108	Yayasan Tunas Jaya	3	Village-Level Capacity Building for Biodiversity Conservation in Ruteng, Flores	1-May-17	30-Apr-18	$8,661
18	66003	Yayasan Wahana Tani Mandiri	3	Improving Ecosystem Management and Livelihoods around Mt. Egon in Flores, Indonesia	1-May-16	30-Apr-18	$93,154
GRANTS IN THE INDONESIAN PROVINCES OF MALUKU AND NORTH MALUKU							
19	76311	AMAN Maluku Utara	3	Using Indigenous Knowledge for Better Management of Fritu Lands	13-Jun-16	12-Jun-17	$17,792
20	109105	AMAN Maluku Utara	3	Using Indigenous Knowledge for Better Management of Fritu Islands in Indonesia	3-May-18	3-Sep-19	$34,272
21	72366	Baileo	4	Conservation of Coastal Ecosystem based on Sasi Local Wisdom, at Haruku Village, Haruku Island, Central Maluku District	1-Feb-16	31-Jan-17	$18,283
22	66579	Baileo	4	Traditional Marine Protected Area Management in Maluku, Indonesia	1-Jun-17	30-Sep-19	$102,952
23	76355	Bidadari Halmahera	3	Community Engagement for Better Management of Aketajawi National Park	25-Jul-16	24-Jul-17	$13,194
24	72373	Lembaga Partisipasi Pembangunan Masyarakat	4	Conservation of Coastal Area based on Lokal Wisdom in Pulau Buano Coastal	1-Feb-16	31-Jan-17	$18,580
25	66589	Lembaga Partisipasi Pembangunan Masyarakat	4	Revitalization of Local Wisdom for Sustainable Management of Natural Resources in Buano Island, Indonesia	1-Jun-17	31-Oct-19	$95,640
26	76352	Lembaga Pesisir dan Lautan Kie Raha	4	Community-Based Mangrove and Coastal Resource Management in the Guruapin Village	18-Jul-16	19-Apr-17	$12,630
27	104113	Perkumpulan Konservasi Kakatua Indonesia	3	Parrot Conservation and Community Awareness Surrounding Manusela National Park	15-May-17	14-May-18	$14,029
28	109715	Perkumpulan Konservasi Kakatua Indonesia	3	Community-Based Buffer Zone Management Around Manusela National Park, Indonesia	26-Nov-18	31-Oct-19	$18,620
29	110662	Perkumpulan Konservasi Kakatua Indonesia	1	Parrots Population Study in Indonesia's Manusela National Park Area	16-Mar-20	15-May-20	$4,509
30	66292	PROFAUNA Indonesia	1	Protection of Halmahera Birds through Nature Campaign and Law Enforcement in Indonesia	1-Sep-16	30-Jun-18	$82,657
31	70499	Toma Lestari	1	Conservation of Endemic Species by an Indigenous Community in Taunusa Mountain, West Seram, Indonesia	1-Sep-15	31-Aug-16	$17,991
32	72370	Universitas Pattimura Lembaga Penelitian	2	Collaborative and Sustainable Natural Resources Management in Kassa Island	9-Feb-16	8-Feb-17	$15,955
33	108955	Yayasan IDEP Selaras Alam	3	Sustainable Livelihood and Agroforestry Promotion in the Buffer Zone Surrounding Aketajawe-Lolobata National Park, North Maluku, Indonesia	1-Jul-18	31-Oct-19	$88,967
34	104119	Yayasan Mia Wola	3	Maleo Bird Habitat Conservation in North Maluku	1-May-17	14-Jan-18	$1,435

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
35	104118	Yayasan Pengembangan dan Pemberdayaan Masyarakat Maluku	3	Capacity Building for Communities Surrounding Manusela National Park	1-May-17	20-Aug-18	$15,486
36	76329	Yayasan Perguruan Kristen Halmahera	3	Maleo Bird Nesting Site Conservation in North Halmahera	27-Jun-16	26-Jun-17	$15,832
37	109115	Yayasan Perguruan Kristen Halmahera	2	Maleo Bird Habitat Conservation in North Maluku, Indonesia	2-Jul-18	2-Nov-19	$23,676
38	109842	Yayasan Perguruan Kristen Halmahera	1	Document Previous Efforts to Protect Habitat of Moluccan Scrubfowl in Indonesia	4-Feb-19	9-Jun-20	$17,839
39	70496	Yayasan Sauwa Sejahtera	3	Improving an Indigenous Community's Role in the Sustainable Management of Natural Resources in the Buffer Zone of Manusela National Park, Maluku, Indonesia	1-Sep-15	31-Aug-16	$18,193
40	104115	Yayasan Sauwa Sejahtera	3	Strengthening the Role of Indigenous Peoples in Support of Sustainable Natural Resource Management in the Manusela National Park Buffer Area, Maluku	1-May-17	14-May-18	$17,439
41	104116	Yayasan Studi Etnologi Masyarakat Nelayan Kecil	4	Sustainable mangrove forest management in North Maluku	1-May-17	30-Jun-18	$16,320
42	109774	Yayasan Studi Etnologi Masyarakat Nelayan Kecil	4	Community-Based Management of the Gotowasi Marine Protected Area in North Maluku, Indonesia	2-Jan-19	30-Oct-19	$16,387
43	66590	Yayasan Tanah Air Beta	3	Strengthening Ridge-to-Reef Natural Resource Management in Seram-Buru Corridor	1-Jun-17	30-Jun-19	$77,795
44	66004	Yayasan Wallacea	4	Community Capacity Building to Protect Turtle Population through Ecotourism in Buru, Indonesia	1-Apr-16	31-Dec-17	$53,153
GRANTS IN THE MULTIPLE INDONESIAN PROVINCES OF SULAWESI							
45	104122	Aliansi Jurnalis Independen Kota Gorontalo	2	Community Awareness for Biodiversity Conservation around the Togean Islands	1-Mar-17	31-Mar-18	$10,583
46	76302	AMAN Sinjai	3	Buffer Zone Management in the Karaeng-Lompobattang Key Biodiversity Area	27-Jun-16	26-Jun-17	$19,363
47	76305	Balang Institute	3	Improved Policy Within Lompobattang Protected Areas	27-Jun-16	26-Jun-17	$17,650
48	109118	Balang Institute	3	Enhancing Biodiversity and Ecosystem Services in the Karaeng-Lompobattang Key Biodiversity Area, Indonesia	2-Jul-18	2-Oct-19	$30,950
49	66308	Fauna & Flora International	2	Ensuring Conservation Attention to Limestone-Specific Biodiversity in South Sulawesi, Indonesia	1-Oct-16	31-May-19	$100,000
50	109147	Indonesia Business Council for Sustainable Development	5	Promotion and Adoption of Sustainable Mining Guidelines in Sulawesi, Indonesia	1-Dec-18	30-Nov-19	$52,058
51	65999	International Union for Conservation of Nature and Natural Resources	2	Integrated Catchment Management Planning for the Malili Lakes, Sulawesi, Indonesia	1-Jun-16	30-Sep-19	$190,922
52	66433	JAPESDA Gorontalo	4	The preparation of the community to manage mangrove & coastal resources sustainably in Central Sulawesi	1-Feb-17	30-Sep-19	$89,783
53	72351	Karsa Institute	5	Fostering Collaboration among Stakeholders to support Sustainable Management of Lake Poso	9-Feb-16	8-Feb-17	$17,761
54	70490	Manengkel	4	Community-Based Conservation of Marine Ecosystems and Coastal Habitat in Bahoi Village, North Sulawesi, Indonesia	1-Sep-15	31-Aug-16	$17,071

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
55	66591	Manengkel	4	Strengthening Community Based Coastal and Marine Resources Management in Minahasa, North Minahasa, and Talaud Districts of North Sulawesi Province, Indonesia	1-Jun-17	31-Dec-18	$49,257
56	70493	Perkumpulan Celebes Biodiversity	1	Community-Based Conservation of Critically Endangered Siau Scops Owl and Siau Island Tarsier in Indonesia	1-Sep-15	30-Jun-16	$16,555
57	72334	Perkumpulan Inovasi Komunitas	2	Collaborative management of watershed to sustain Lake Poso's ecosystem services	1-Feb-16	31-Jan-17	$19,168
58	66567	Perkumpulan Inovasi Komunitas	2	Implementing Collaborative Management in Key Biodiversity Area Danau Poso, Indonesia	1-Jun-17	30-Sep-19	$68,296
59	76308	Perkumpulan Jurnalis Advokasi Lingkungan Celebes	3	Collaborative Management of the Bantimurung-Bulusaraung Key Biodiversity Area	25-Jul-16	24-Jul-17	$7,437
60	70487	Perkumpulan Kompak Talaud	1	Save Sampiri	1-Sep-15	31-Aug-16	$10,213
61	66307	Perkumpulan PAYO-PAYO	3	Alternative Livelihood Promotion and Sustainable Resource Use in the Bantimurung-Bulusaraung Key Biodiversity Area of Indonesia	1-Sep-16	30-Sep-19	$120,842
62	104121	Perkumpulan Relawan untuk Orang dan Alam	4	Community-Based Protection of the Balantak Coast, Sulawesi	16-Jan-17	15-Jan-18	$17,292
63	109713	Perkumpulan Relawan untuk Orang dan Alam	4	Strengthening the Initiative of Marine Coastal Diversity Conservation in Indonesia’s Balantak Key Biodiversity Area	24-Sep-18	24-Sep-19	$23,103
64	110660	Perkumpulan Relawan untuk Orang dan Alam	4	Management Workshop of Banggai Dalaka Marine Protected Area, Indonesia	5-Mar-20	15-May-20	$7,635
65	70465	Perkumpulan Sampiri Kepulauan Sangihe	2	Conservation of Indonesia's Sahendaruman Forest for the Protection of Globally Threatened Species and Provision of Ecosystem Services	1-Sep-15	30-Jun-16	$14,018
66	104112	Perkumpulan Sampiri Kepulauan Sangihe	2	Improved Management of the Sahendarumang Forest in Sangihe, North Sulawesi	1-May-17	30-Jul-18	$14,543
67	104072	Perkumpulan Sanggar Seni Lokal dan Pengiat Media Rakyat	2	Village Development Planning for Sustainable KBA Management in Central Sulawesi	1-May-17	31-Dec-17	$6,375
68	109116	Perkumpulan Sanggar Seni Lokal dan Pengiat Media Rakyat	2	Community-Based Conservation in the Bojoumote Pondiponding Key Biodiversity Area of Central Sulawesi, Indonesia	2-Jul-18	10-Aug-19	$19,464
69	110661	Perkumpulan Sanggar Seni Lokal dan Pengiat Media Rakyat	2	Encourage the Implementation of the Karst Law Through Ecology-Based Budgeting in Indonesia	5-Mar-20	4-May-20	$5,497
70	72344	Perkumpulan Wallacea	3	Community-based Conservation of Lake Matano Watershed	1-Feb-16	31-Jan-17	$19,409
71	66593	Perkumpulan Wallacea	2	Community Based Natural Resource Management and Spatial Planning in the Malili Lakes Complex of Sulawesi	1-Jun-17	30-Apr-19	$59,211
72	66300	Rainforest Alliance, Inc.	3	Strengthening Biodiversity Conservation in Coffee and Cocoa Production Systems in Bantaeng Regency, Indonesia	1-Jul-16	31-Dec-17	$94,307
73	108702	Rainforest Alliance, Inc.	3	Conserving the Biodiversity of Danau Poso Through Sustainable Agriculture and Watershed Protection	1-Jul-18	31-Oct-19	$67,399

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
74	104107	SIKAP Institute	4	Community-Based Marine Protected Area Management in Banggai Laut, Sulawesi	1-May-17	30-Apr-18	$16,102
75	109712	SIKAP Institute	4	Integrated Coastal Zone Management in the Peleng Banggai Key Biodiversity Area in Sulawesi, Indonesia	26-Nov-18	26-Sep-19	$10,741
76	109773	Sulawesi Community Foundation	3	Strengthening Local Capacity for Strengthened Management of the Karaeng-Lompobattang Key Biodiversity Area	2-Jan-19	12-Oct-19	$24,214
77	72357	Universitas Andi Jemma Fakultas Kehutanan	1	Conservation of Shorea Selanica and Vatica Flavovirens in Feruhumpenai Matano Protection Forest, Luwu District	1-Feb-16	31-Jan-17	$19,408
78	104110	Universitas Andi Jemma Fakultas Kehutanan	2	Species and Site Conservation in the Malili Lakes Complex of Sulawesi	1-May-17	30-Jun-18	$15,445
79	110663	Universitas Andi Jemma Fakultas Kehutanan	1	Maleo Studies to Support the Proposed Essential Ecosystem of Malili Lake Complex in Indonesia	13-Mar-20	12-May-20	$0
80	72361	Universitas Andi Jemma Fakultas Perikanan	3	Community-based Management for Sustainable Butini Fisheries at Lake Towuti	1-Feb-16	31-Jan-17	$18,503
81	104114	Universitas Andi Jemma Fakultas Perikanan	3	Community-based protection of endemic fisheries in Lake Towuti, Sulawesi	1-May-17	21-Jul-18	$13,963
82	65951	Wildlife Conservation Society	4	Strengthening Community Based Coastal and Marine Resource Management in the North Sulawesi Corridor	1-Jan-16	31-Dec-17	$124,249
83	65956	YAPEKA	4	Improving Protection of Dugong Habitat through Development of Community-Based Marine Protected Areas and Ecotourism in Indonesia's Sangihe Islands	1-Dec-15	30-Nov-17	$99,100
84	76358	YAPEKA	6	Workshop on coastal and marine conservation in North Sulawesi	19-Sep-16	18-Nov-16	$5,043
85	109117	YAPEKA	4	Community-Based Coastal Conservation on Sangihe Island, Indonesia	2-Jul-18	2-Aug-19	$31,559
86	108710	Yayasan Alam Indonesia Lestari	4	Community-Based Conservation and Coastal Resource Management in the Banggai Islands	1-Jul-18	31-Oct-19	$61,772
87	65948	Yayasan IDEP Selaras Alam	3	Protection of Wallacea Biodiversity Hotspot through Community-Led Conservation and Sustainable Livelihood Action in Sangihe–Talaud Archipelago, North Sulawesi, Indonesia	1-Jan-16	30-Jun-17	$117,327
88	104117	Yayasan IDEP Selaras Alam	1	Sampiri Conservation	16-Jan-17	17-Jun-17	$8,498
89	66584	Yayasan IDEP Selaras Alam	2	Expansion of Community-based Protection of Habitat Project in Talaud Indonesia	1-Jun-17	30-Sep-19	$170,411
90	104104	Yayasan Panorama Alam Lestari Poso	3	Sustainable Management of the Lake Poso Basin	1-May-17	28-Feb-18	$10,525
91	109336	Yayasan Panorama Alam Lestari Poso	4	Community-Based Coastal Management in Balantak Bay, Central Sulawesi, Indonesia	1-Aug-18	30-Sep-19	$17,983
92	104109	Yayasan Rumah Ganeca, Sulawesi Utara	4	Sea Turtle Habitat Conservation in North Sulawesi	1-May-17	31-Jul-18	$15,522
GRANTS IN TIMOR-LESTE (LESSER SUNDAS)							
93	66554	Centro de Desenvolvimento Comunitario	3	Conservation, Agriculture, and Reforestation Training in Mundo Perdido Key Biodiversity Area of Timor-Leste	1-May-17	28-Feb-19	$40,561

No.	CEPF ID	Organization	SD	Summary Title	Start Date	End Date	Amount
94	66553	Conservation International	2	Building Capacity for Management and Monitoring of Timor-Leste's Protected Areas	1-Jun-17	30-Sep-19	$291,955
95	66556	Coral Triangle Center Foundation	4	Establish and Scale-up Atauro Island Marine Protected Area, Timor-Leste	1-Jun-17	30-Sep-19	$170,410
GRANTS ADDRESSING REGIONAL ISSUES IN INDONESIAN WALLACEA							
96	66304	Indonesia Business Council for Sustainable Development	5	Private Sector's Guideline for Ecosystem Conservation and Natural Infrastructure Protection in Indonesia	1-Oct-16	30-Apr-18	$88,118
97	66267	Penabulu Foundation	6	Strengthening the Capacity of Civil Society Organizations for Effective Conservation Action in Indonesia	1-Aug-16	31-Oct-19	$319,009
98	109841	Perkumpulan PAYO-PAYO	3	Publishing Scientific Articles on Approaches to Conservation in the Wallacea Region	4-Feb-19	10-Nov-19	$25,807
99	76361	Riza Marlon	1	Photographs of Endemic and Threatened Species to Improve Awareness of the Wallacea Hotspot	23-Nov-16	24-Jan-17	$7,400
100	110271	Sekretariat Nasional Forum Indonesia Untuk Transparansi Anggaran (SEKNAS FITRA)	6	Improving Environmental Governance and Financial Planning	12-Sep-19	30-Apr-20	$20,667
101	110109	Universitas Hasanuddin Fakultas Kehutanan	6	International Conference and Multistakeholder Workshop on Handling the Trade and Use of Wild Plants and Animals	24-Jun-19	31-Oct-19	$36,902
102	65724	Wildlife Conservation Society	1	Indonesia Wildlife Crimes Unit: Dismantling Wildlife Trade Networks in Wallacea	1-Nov-15	30-Sep-18	$239,260
103	109714	YAPEKA	4	Lessons Learned in Coastal Resources Management	1-Oct-18	23-Nov-18	$36,501
104	66381	Yayasan Kehutanan Masyarakat Indonesia	6	Revision of Conservation Law and Regulations in Indonesia	1-Dec-16	30-Sep-18	$151,627
105	110272	Yayasan Mitra Masyarakat Sehat Indonesia (CCPHI)	5	Promoting Partnerships Between Indonesia's Civil Society and the Private Sector	16-Sep-19	15-Mar-20	$33,859
106	110269	Yayasan Pusat Informasi Lingkungan Indonesia	2	Improved Management of Indonesia's Key Biodiversity Areas Through Conservation of Ecosystem Services	12-Sep-19	12-Mar-20	$39,672
107	109710	Yayasan Rekam Jejak Alam Nusantara	3	Audio and Visual Presentation of the Wallacea Biodiversity Hotspot	5-Nov-18	5-Sep-19	$39,123
108	110270	Yayasan Rekam Jejak Alam Nusantara	6	Printing and Publicizing of the Book: Inspirations of Wallacea	12-Sep-19	11-Jun-20	$39,771
109	109843	Yayasan Rekam Jejak Alam Nusantara	3	Building Documentary Filmmaking Capacity in Indonesia	4-Feb-19	4-Oct-19	$36,619

Annex 6. Progress Toward Long Term-Goals

Stakeholders at the final assessment events were asked to assess whether criterion were fully met, partially met, or not met. Green shade indicates improvement between 2013 and 2020.

Goal	Criteria				
	Species	**KBAs**	**Corridors**	**Conservation Plans**	**Best Practices**
Conservation Priorities	Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and at least selected freshwater taxa 2013 – Not met 2020 – Partially met, with greater number of assessments of plants, freshwater shrimp, and butterflies	KBAs identified in all countries and territories in the region, covering, at minimum, terrestrial, freshwater and coastal ecosystems 2013 – Partially met 2020 – Fully met from a practical perspective.	Conservation corridors identified in all parts of the region where contiguous natural habitats extend over scales greater than individual sites, and refined using recent land cover data 2013 – Partially met 2020 – Partially met; no consequential change	Global conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders 2013 – Not met 2020 – Partially met, or, nominally, there is improvement as planners in both countries update laws and policies on species and sites	Best practices for managing global conservation priorities (e.g., sustainable livelihoods projects, participatory approaches to park management, invasive species control, etc.) are introduced, institutionalized, and sustained at CEPF priority KBAs and corridors 2013 – Not met 2020 – Not met; majority of KBA area still outside of protected area network

	Human Resources	Management Systems/Planning	Partnerships	Financial Resources	Transboundary Cooperation
Civil Society	Local and national civil society groups collectively possess technical competencies of critical importance to conservation, on topics that include protected areas management; conservation monitoring and analysis; sustainable financing; policy analysis and influence; environmental education and media outreach; and threats mitigation and adaptation 2013 – Not met 2020 – Major gaps remain	Local and national civil society groups collectively possess sufficient institutional and operational capacity and structures to raise funds for conservation and to ensure the efficient management of conservation projects and strategies 2013 – Not met 2020 – Major gaps remain	Effective mechanisms exist for conservation-focused civil society groups to work in partnership with one another, and through networks with local communities, governments, the private sector, donors, and other important stakeholders, in pursuit of common conservation and development objectives 2013 – Not met 2020 – Major gaps remain	Local civil society organizations have access to long-term funding sources to maintain the conservation results achieved via CEPF grants and/or other initiatives, through access to new donor funds, conservation enterprises, memberships, endowments, and/or other funding mechanisms 2013 – Not met 2020 – Not met	In multi-country hotspots, mechanisms exist for collaboration across political boundaries at site, corridor and/or national scales 2013 – Not met 2020 – Not met; of nominal relevance in Wallacea other than for a few terrestrial and marine sites

	Public Sector	Civil Society	Donors	Livelihoods	Long Term Mechanisms
Sustainable Financing	Public sector agencies responsible for conservation in the region have a continued public fund allocation or revenue-generating ability to operate effectively Timor-Leste: not met in 2013; not met in 2020 Indonesia: partially met in 2013; partially met in 2020	Civil society organizations engaged in conservation in the region have access to sufficient funding to continue their work at current levels Timor-Leste: not met in 2013; not met in 2020 Indonesia: partially met in 2013; partially met in 2020	Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in the region 2013 – Not met 2020 – Not met	Local stakeholders affecting the conservation of biodiversity in the region have economic alternatives to unsustainable exploitation of natural resources 2013 – Not met 2020 – Not met	Financing mechanisms (e.g., trust funds, revenue from the sale of carbon credits, etc.) exist and are of sufficient size to yield continuous long-term returns for at least the next 10 years 2013 – Not met 2020 – Not met
Enabling Environment	**Policy for Conservation**	**Policy for Civil Society**	**Education / Training**	**Transparency**	**Enforcement**
	Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior Timor-Leste: not met in 2013; not met in 2020 Indonesia: partially met in 2013; partially met in 2020	Laws exist that allow for civil society to engage in the public policymaking and implementation process Timor-Leste: fully met in 2013; fully met in 2020 Indonesia: fully met in 2013; fully met in 2020	Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels Timor-Leste: fully met in 2013; fully met in 2020 Indonesia: fully met in 2013; fully met in 2020	Relevant public sector agencies use participatory, accountable, and publicly reviewable processes to make decisions regarding use of land and natural resources 2013 – Not met 2020 – Not met	Designated authorities are clearly mandated to manage the protected area system(s) in the region and conserve biodiversity outside of them, and are empowered to implement the enforcement continuum of education, prevention, interdiction, arrest, and prosecution 2013 – Not met 2020 – Not met

	Biodiversity Monitoring	Threats Monitoring	Ecosystem Services Monitoring	Adaptive Management	Public Sphere
Responsive-ness	Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity 2013 – Not met 2020 – Not met	Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity 2013 – Not met 2020 – Not met	Nationwide or region-wide systems are in place to monitor status and trends of ecosystem services 2013 – Not met 2020 – Not met	Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues 2013 – Not met 2020 – Not met	Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy Timor-Leste: partially met in 2013; partially met in 2020 Indonesia: fully met in 2013; fully met in 2020

Annex 7. Major Communications Materials Produced

Burung Indonesia produced a major publication with stories of Wallacea, available in English on CEPF's website, here.

Burung separately maintains a dedicated website about Wallacea, which itself maintains major publications. Documents and links to articles are also available at the Burung/Wallacea pages for Facebook and YouTube.