



**ROYAL NORWEGIAN MINISTRY OF  
CLIMATE AND ENVIRONMENT**



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**GCF Templates and Guidance: Window A**

**General Information**

Applicant: The Nature Conservancy

Jurisdiction: East Kalimantan Province, Indonesia

Project title: Mobilizing resources and building capacity for the implementation of emission reduction efforts in East Kalimantan

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**Applicant contact details**

Contact name: Herlina Hartanto, PhD.

Title: Indonesia Terrestrial Program Director

Organisation: The Nature Conservancy Indonesia Program

Address: Graha Iskandarsyah 3<sup>rd</sup> Floor, Jl. Iskandarsyah Raya No. 66C  
Kebayoran Baru, Jakarta 12160

Phone: +62-21-72792043

E-mail: [hhartanto@tnc.org](mailto:hhartanto@tnc.org)

**Jurisdiction contact details**

Contact name: Prof. Dr. Daddy Ruhiyat

Title: Chief Executive

Department: Provincial Climate Change Council (DDPI)

Address: Jl. Kesuma Bangsa, Sungai Pinang Luar, Samarinda Ulu, Kota  
Samarinda, Kalimantan Timur 75124

Phone: +62 8125326970

Email: [daddyruhiyat@yahoo.com](mailto:daddyruhiyat@yahoo.com); [daddyrumbia68@gmail.com](mailto:daddyrumbia68@gmail.com)

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## 1. Rationale and Approach

### 1.1. Summary

East Kalimantan Province is committed to becoming one of the global leaders in mitigating climate change by controlling the drivers of deforestation and forest degradation, balancing production to meet market demands with protection of critical landscapes, while enhancing community's livelihoods. As early as 2009, East Kalimantan formulated and declared its commitment for Green East Kalimantan. This was followed by several key initiatives, including efforts to replant and rehabilitate degraded areas through the 'one man five trees' program (2010) and declared a moratorium of new licenses of coal mining, palm oil and forest logging (2012). In 2014, East Kalimantan Province was a key signatory of the Rio Branco Declaration. Governor Awang Faroek Ishak has played an important leadership role in the Governor's Climate and Forests Task Force (GCF), including chairing the GCF for period of 2016-2017 and hosting the 2017 GCF Annual Meeting in Balikpapan.

East Kalimantan has identified drivers of deforestation and forest degradation, set an emission reduction target, and developed a set of strategies to achieve the target. These activities have been reflected in a number of official documents including: the Five-year Development Plans (2008-2013 and 2013-2018), the Provincial Action Plan for Reducing Emission from Deforestation and Forest Degradation (2012, updated in 2015), the Environmentally Sustainable Development Strategy (2011), the Provincial Action Plan for Reducing Greenhouse Gases (2013; updated in 2018), the Green Economy Master Plan (2015), and the Climate Change Master Plan (2017). More recently, when the Government of Indonesia selected East Kalimantan as the jurisdiction to participate in the Forest Carbon Partnership Facilities (FCPF), East Kalimantan re-assessed the sources of carbon emissions, updated its emission reduction strategies and activities, and formulated them in the FCPF Emission Reduction Project Document (ERPD). This document will be vetted by the Technical Advisory Panel and finalized by June 2018. ERPD formulation engaged key stakeholders in the public sector, private sector and CSOs at the national, provincial, and district levels. Once it is completed in mid-2018, the final version of ERPD will serve as the most updated document to describe East Kalimantan REDD+ strategies. Hence, there's no need for East Kalimantan to develop new REDD+ strategies and can focus its attention to strengthen the implementation of those strategies.

In implementing emission reduction strategies, East Kalimantan Government has been facing challenges as financial resources are limited, despite contributions from different donor agencies, local and international NGOs. Based on our observations and the discussions with key government agencies in East Kalimantan, strategies to deal with drivers of deforestation and forest degradation in East Kalimantan have been underfunded on all fronts. The FCPF ERPD provides a very rough estimate of the costs for implementing different emission reduction strategies and activities in East Kalimantan and the contributions of the different stakeholders, i.e. government (national, provincial, district, and village), private sector, local and international NGOs, bilateral and multilateral donor agencies, and FCPF carbon payment. TNC and GGGI have developed cost models for certain emission reduction strategies. These analyses and FCPF cost estimate were not sufficient in describing the total costs needed to implement emission reduction strategies, and therefore need to be improved. Based on the analyses, we hope to generate a clearer picture of financial resources needed to implement each strategy, the financial gaps, and strategies that need to be prioritized for fundraising purposes. These would include strategies to address drivers of deforestation and forest degradation resulting from sectoral activities, such as mining, timber plantation, estate crop (in particular oil palm), subsistence agriculture, aquaculture, natural and human induce fires, and unsustainable logging practices.

With funding support from the GCF, East Kalimantan would: 1) map the different stakeholders and their contribution in emission reduction efforts and promote partnership agreements among stakeholders, 2) analyse the costs and revenue flowing to and from the implementation of emission reduction efforts, 3) identify new funding opportunities and develop proposals to mobilize those resources to finance the implementation of prioritized strategies, and 4) strengthen the capacity of East Kalimantan Climate Change Council to coordinate different activities under this project.

## 1.2. Self-Assessment

East Kalimantan is one of the most economically and ecologically wealthy provinces in Indonesia. The growth of its economy and well-being of its people are inextricably linked to the health and abundance of its 7.3 million hectares of tropical forests. But the industries that fuel the province's natural resource-based economy—timber, agriculture, tree crop production, and mining—have rapidly depleted the forests, threatening wildlife habitat, human well-being, economic productivity, and prosperity. Forest loss and forest degradation in the province are driven largely by unsustainable mining and logging practices, expansion of monoculture timber plantation, expansion of large scale agriculture (particularly oil palm), subsistence agriculture by smallholders, and natural and human-induced forest fires. In coastal areas, development of fish and shrimp ponds have contributed to the conversion of mangrove forests. Inadequate policies and law enforcement to protect remaining natural forest inside concessions, unclear forest boundaries, lack of incentives for sustainable practices, low capacities of government agencies and other land managers to implement sustainable practices, and lack of livelihood options for smallholders, contribute to the loss of the province's natural capital and add to Indonesia's status as the world's third largest contributor to climate change. The drivers of deforestation and degradation and their underlying causes are detailed in the table below. The situation is changing, however. East Kalimantan is becoming a global leader in planning and testing approaches that can improve management of tropical forest landscapes and meet demands for increased production and improved protection of critical natural capital, benefitting local stakeholders, as well as national and international stakeholders.

**Table 1.** Drivers and the underlying causes of deforestation and forest degradation in East Kalimantan

DRIVER	Underlying Causes
1. Unsustainable mining	1. Inadequate policies to protect remaining natural forest inside concessions
2. Expansion of monoculture timber Plantation	2. Lack of a conducive incentive framework
3. Expansion of estate crops	3. Poor spatial planning leading to unclear land use boundaries
4. Unsustainable subsistence Agriculture	4. Lack of willingness and capacity to implement sustainable management practices
5. Unsustainable aquaculture	5. Low productivity of local farming due to limited access to technology and finance
6. Natural and human induced fires	6. Limited alternative livelihood opportunities for local communities
7. Unsustainable logging practices	7. Lack of capacity for supervision of forested areas
	8. Lack of incentives for sustainable management practices (sustainable forest management, sustainable plantation)

Source: FCPF Document version 23 April 2018, the list produced during stakeholders' consultation conducted on 13 March 2018

### *Existing Jurisdictional Strategies*

In the last fifteen years, the East Kalimantan Government has made significant efforts related to green growth and REDD+: it developed its Action Plan for Reducing Emissions from Deforestation and Degradation (SRAP REDD+) and subsequently mainstreamed it into provincial sectoral strategies. The provincial government completed an Action Plan for Reducing Emission from Deforestation and Forest Degradation (2010), the Environmentally Sustainable Development Strategy (2011), the Provincial Action Plan for Reducing Greenhouse Gases (2013), and the Green Economy Master Plan (2015). In 2017, the East Kalimantan Climate Change Council (DDPI) led the formulation of Climate Change Master Plan, based on previous strategic documents, and submitted it to the East

Kalimantan Parliament for approval. Aimed to sustain long-term efforts for climate change mitigation and sustainable development in the province, the Master Plan provides strategic direction and should be used as a reference in the development of the provincial five years development plan.

In addition, as East Kalimantan was nominated by the national government to be the only jurisdictional province for the implementation of a result-based payment of REDD+ in Indonesia. Under the FCPF Carbon Fund, East Kalimantan has re-assessed the sources of carbon emissions, and updated its emission reduction strategies and action plan that will be implemented in the next five years. The action plan to reduce carbon emissions includes activities to create enabling conditions and promote sustainable management practices that will address drivers of emissions resulting from sectoral activities such as mining, timber plantation, estate crop, subsistence agriculture, aquaculture, natural and human induced fires, and unsustainable logging practices. The activities are grouped into three components: i) Policy reform and revision for enabling the implementation of REDD+; ii) Promotion of Sustainable Management Practices; and iii) Project Management and Monitoring (includes MRV) to reduce emissions over the next five years. The emission reduction activities range from improving policies related to conserving natural forest, peat land and high carbon stock inside concessions, strengthening spatial planning policies, reviewing permits and improving licencing governance and procedures, enhancing capacity of Forest Management Units (KPHs), and strengthening the implementation of sustainable practices by logging concessions and estate crop plantations. The activities also include acceleration of the social forestry program, strengthening community participation in forest protection, supporting green development at the village level, regular monitoring of carbon emissions and the establishment of the provincial MRV database and system which is linked to the national MRV of the Ministry of Environment and Forestry (MoEF). Once it is completed in mid-2018, the final version of the FCPF Emission Reductions Program Document (ERPD) will serve as the most updated document to describe the strategies and activities needed for East Kalimantan to reduce its land-based emissions.

The emission reduction strategies and action plan developed for East Kalimantan are aligned with the national REDD+ strategies, as outlined in the REDD+ National Strategy document (2012), as described in Appendix 1. The East Kalimantan emission reductions will contribute to the emission reduction target specified in Indonesia's Nationally Determined Contribution (NDC) and the Rio Branco commitment, which was signed by the East Kalimantan Governor in 2014. The REDD+ National Strategy needs to be updated so that the strategies described under the five pillars could guide implementation at the sub-national levels effectively to meet the NDC emission reduction target. Once it is updated, the emission reduction strategies in East Kalimantan could be reviewed and adjusted accordingly. Until those updates are completed, the strategies and activities described in the FCPF ERPD for East Kalimantan would be used to guide implementation on the ground. They were developed as part of Indonesia's REDD+ strategic plan to demonstrate a jurisdictional model of performance-based payment of REDD+.

To measure, report, and verify the emission reductions produced, the East Kalimantan Government has been developing a MRV system aligned with the national MRV system. The MRV system still needs to be improved with activity data and emission factors with greater certainty levels. A web-based database is required to manage the results from measurement and reporting.

However, there are a number of policies and government sectoral targets that may put pressure on the jurisdictional REDD+ strategies and action plan. East Kalimantan still has a target to expand palm plantations by an additional 1.2 million hectares. Although the ERPD has included this target as "planned conversion," this sectoral target could put pressure on emission reduction efforts if the plantation is established in forested areas or non-degraded land. The Government's efforts to support community's livelihoods through agricultural efforts (like growing corn and raising cattle, etc.) could also put pressure on the provincial REDD+ efforts, if not planned and implemented properly. Similarly, the national policy that allowed borrowing-to-use of forest areas (*pinjam pakai kawasan hutan*), including in protection forests, to mining exploration activities also pose challenges to forest protection and management efforts.

### *Other Relevant Low-Emissions Development Processes*

East Kalimantan has enjoyed support from a wide range of development partners. This includes efforts from local NGOs, such as Yayasan Khatulistiwa, Jejak Pulang, BIOMA, STABIL, JATAM, Yayasan KEHATI, MENAPAK, and BESTARI, and international NGOs such as GIZ, WWF, CPI, GGGI, and TNC. Technical support has also come from a number of universities and research organizations, such as Mulawarman University, Bogor Agricultural University, Balai Dipterokarpa, CCROM, IDDRI, and CIFOR. Bilateral and multilateral funds flowed into the province from the United States (Millennium Challenge Account Indonesia, Tropical Forest Conservation Act, USAID), Germany (FORCLIME, GELAMA-I, BMUB ICI), Norway (NICFI Civil Society Organization grants), and Australia.

Current key projects or initiatives relevant to REDD+ or Low-Emissions Development include:

- **Berau Forest Carbon Program (2011-2015):** Supported by TNC and other partners, the Berau Program aimed to demonstrate a district-scale model for low-carbon development in Indonesia by creating enabling conditions for REDD+ implementation and implementing multiple site-based strategies including community management of forests, reduced impact logging, improved siting of oil palm plantations, and enhanced protection forest management. The Berau Government currently initiated the five-year implementation phase of the Berau Program.
- **Low Emissions Oil Palm Development** in Berau District, East Kalimantan (2016-2020): Implemented by TNC, GIZ, and CPI, this program brings together government institutions, private sector industry, and civil society groups to develop and pilot implementation of a district-level sustainable oil palm program. The aim is to demonstrate that palm oil development can be undertaken in a responsible manner at the jurisdiction scale.
- **“REDD+ in Practice: Strengthening Global Governance and Improving Local Performance” Program** (2016-2020): Implemented by TNC, the program aimed to demonstrate forestry sector solutions, tools, and approaches to strengthen transparency, governance and timber legality in East Kalimantan.
- **Heart of Borneo Program:** a WWF-led program aimed to conserve biodiversity for the benefit of the people, through a network of protected areas, sustainable forest management and land uses. A component of the program would contribute to the East Kalimantan REDD+ efforts. It has been implemented in some parts of Berau, East Kutai, Kutai Kartanegara, Mahakam Ulu and West Kutai districts of East Kalimantan, as well as other districts in West, North, and Central Kalimantan, Brunei Darussalam and Malaysia.
- **TFCA Kalimantan Program** (2011-2021): Overseen by the US and Indonesia Governments, TNC, and WWF and administered by KEHATI, the program provides technical and financial support of USD 28.5 Million to Indonesian civil society organisations to support the implementation of the Berau Forest Carbon Program (in Berau) and Heart of Borneo Program (Kutai Barat, Kapuas Hulu, and Mahakam Hulu).
- **Germany’s Forest and Climate Program** consisting of KfW-led Financial Cooperation (2010-2020) and GIZ-led Technical Cooperation (2009-2020): The project is piloting REDD+ Demonstration Activities in Berau and two other districts outside East Kalimantan.
- **Green Growth Program:** Led by GGGI, the program supported the East Kalimantan Government to prioritize, implement, and mainstream green growth and REDD+ initiatives into provincial and district development plans.

Most of the above mentioned low-emission development programs paid attention to the engagement of women, young and old, the poor, customary (*adat*) communities, and other marginalized groups. These programs attempt to increase the engagement of women in land use and village development planning meetings and workshops, to ensure that the concerns and the voice of women are incorporated in decision-making processes. They also ensure that women and other marginalized groups benefit from emission reduction efforts. In East Kalimantan, we observed an increased trend of women’s participation in decision-making processes at the provincial level. Several leadership positions at different levels of government were assumed by women, such as the head of the village and sub-district, and certain leadership positions within provincial government agencies. Although women were still outnumbered by men, the results of awareness building have

led male government leaders to integrate gender perspectives in the implementation of the different programs, particularly in social and economic-related programs.

Following the Indonesia Constitutional Court decision (2012) that guaranteed the legal rights of the *adat* community over land and forests and in support of the national government's social forestry program, in 2015 East Kalimantan Government passed a regulation that acknowledged and protected the existence and the rights of *adat* community's rights. East Kutai District in East Kalimantan also passed similar district regulations. With a target to devolve forest management rights to communities over 12.7 million hectares across Indonesia by 2019, East Kalimantan was given the target of 660,782 hectares. To date, the province has devolved a total of 102,235 hectares of forests under the following social forestry programs: 1 customary forest (*hutan adat*), 18 village forests (*hutan desa*), 2 community forests (*hutan kemasyarakatan*), 7 community plantation forests (*hutan tanaman rakyat*), and 3 forest partnership (*hutan kemitraan*).

In addition to civil society organizations, many of the largest natural resource commodity companies, who are among the global leaders in the dialogue on sustainability in commodity production, are active in East Kalimantan. These companies include Wilmar, Golden Agri Resources (GAR), Asia Pulp and Paper (APP), and Indofood. In the past, the companies attempted to implement their sustainability commitment without informing, consulting, and engaging the government. The Government was therefore not aware of their commitment and efforts. Through the East Kalimantan Green Growth Compact, the government started to engage more frequently with the companies, and sought to align and integrate their sustainability commitments into the government's green growth and emission reduction efforts.

The Green Growth Compact, co-lead by the Governor of East Kalimantan and the Minister for the Environment and Forestry, has received the support from at least 70 stakeholders, including the Heads of the District Governments, provincial and district government agencies, companies, local and international NGOs, universities, community representatives, and donor communities. Launched in 2015, eight initiatives that brought together different stakeholders have been under different stages of implementation. They include strengthening the implementation of social forestry, strengthening the institutional capacity of 21 Forest Management Units, a public-private-people partnership to manage orangutan habitat in Wehea-Kelay landscape, a public-private-people partnership to rehabilitate and sustainably manage the Mahakam River Delta, promoting sustainable agriculture development and protection of high conservation value and carbon stock areas in estate crop plantation, and a partnership for fire prevention in crop estate plantations. The commitment of the different stakeholders to work together in undertaking the eight initiatives mentioned above has been formulated in three partnership agreements. More than 20 other initiatives have also been identified and will be developed in the near future. All of these initiatives would support the government in achieving its green development vision and reducing carbon emissions.

### *Financing and Investment*

As mentioned above, East Kalimantan Province has formulated various strategic documents and action plans to achieve its emission reduction target. It has updated the strategies and action plan in the FCPF ERPD. The document describes a very rough early estimate of the annual financial contributions of the different stakeholders, i.e. government (national, provincial, district, and village), private sector, local and international NGOs, bilateral and multilateral donor agencies, and FCPF carbon payment. The document has not broken down the stakeholders' contribution to different emission reduction strategies and activities, and has not analysed the trends over time. Furthermore, it has not explored other potential financial sources, such as Green Climate Fund, Global Environment Fund, Indonesia's Reforestation Fund, and Tropical Landscapes Finance Facility that could be mobilized and/or aligned to help East Kalimantan in meeting its REDD+ objectives. TNC and GGGI have developed cost models for certain emission reduction strategies but they need to be expanded to include other strategies that will be implemented by East Kalimantan Government and stakeholders.

### *Learning from existing strategies or plans*

The implementation of the jurisdictional green growth and REDD+ strategies and action plan have produced some promising results. These included increased capacity of government agencies, for example Forest Management Units, in overseeing forest management activities within their jurisdictions, improved capacity of logging companies in implementing reduced impact logging practices, identification and protection of high conservation value forests in palm plantation areas, improved and more transparent government's data and non-spatial data sharing, better governance at the village levels in the form of village land use and village development plans, better flow of information, improved village fund reporting system, and establishing a stronger legal basis for local and *adat* communities to secure their tenurial rights. The community in Merabu Village (Berau District) not only secured a large forest area but also improved their forest management performance and, as a result, won second place at the 2016 national village forest competition.

East Kalimantan would benefit greatly from increased coordination of the different donor investments and stakeholder engagement activities implementing green growth and REDD+ programs. To achieve better outcomes and impacts, it would help to invest in a climate change coordinating body, like DDPI. The province also needs to conduct a comprehensive analysis of the costs of implementing the different emission reduction activities, identify gaps, and explore new funding resources.

Although different stakeholders contribute, and bilateral and multilateral funding flows into East Kalimantan, a funding gap will likely continue to exist, due to government budget cuts. Financial and capacity constraints have hindered the development and implementation of a comprehensive MRV system. Working closely with the more capable local NGOs and community groups would enhance the outcomes and impacts of East Kalimantan jurisdictional program.

Another challenge stems from the fact that the initiatives and processes in East Kalimantan were often innovative and have not been tested out before in Indonesia. The necessary policies or systems required at the national level to make the innovations implementable, and also legal, were sometimes non-existent, thus making the implementation of a jurisdictional program in East Kalimantan challenging and lengthy. For example, this has been the case in setting up the provincial Forest Reference Emission Level and developing Benefit Sharing Mechanism, as a part of the FCPF.

The implementation of a jurisdictional program in East Kalimantan has generated many important lessons. The importance of a jurisdiction's committed leader in setting the direction and leading the program, as well as sustaining this commitment as the leadership changes over time, cannot be overemphasized. Enhancing stakeholders and donors' coordination is key, as this could produce bigger impacts if they co-invest and work together, rather than compete, in implementing jurisdictional strategies. Finally, the existence of a strong coordination body, such as DDPI, with sufficient human and financial resources is essential to coordinating stakeholders' efforts and investment.

### *Partner Capacity*

The Nature Conservancy, as the partner organization of East Kalimantan Government, has been working in the province for almost two decades. A total of 23 staff are based in our three offices in Samarinda and Tanjung Redeb (Berau District). Our two offices in Samarinda are hosted by the Provincial Environment Agency and the Provincial Forestry Agency. We have been successfully supporting the Berau District to demonstrate a district-wide approach of emission reduction program through the implementation of the Berau Forest Carbon Program. The program declared a district-scale REDD+ pilot in January 2010 by the Ministry of Forestry. At the provincial level, we have been supporting key government agencies, in particular the Forestry, Crop Estate, Environment, Community Empowerment, and Planning Development Agencies in formulating policies, planning and implementing strategic activities. We have also been supporting forestry and oil palm companies to improve their practices and meeting both mandatory and voluntary sustainability standards, and enhancing the capacity of Forest Management Units (KPHs) to undertake strategic planning and forest management activities. Our scientists developed and field tested a simple and cheap methodology called 'Reduced Impact Logging-Carbon or RIL-C' to measure carbon emissions

reduction from logging practices. RIL-C is in the process of being adopted by the MoEF with the potential of being applied across Indonesia. In addition, we developed a community empowerment approach called “Inspiring Communities Action for Change” that enabled communities to pursue their development objectives while protecting natural resources in their surrounding environment. This approach is in the process of being adopted by the East Kalimantan and Berau Governments as an approach to strengthen village development planning processes. We helped to mobilize financial resources, such as the debt-for-nature swap (TFCA Kalimantan), to support the engagement of local and national NGOs, community groups, and universities in implementing strategies to reduce carbon emissions in Berau and East Kalimantan. Over the last five years, The Conservancy has been working very closely with DDPI, and providing resources to enhance its capacity to coordinate a wide range of stakeholders in climate change mitigation.

TNC has the experience and capacity to apply UNDP’s Social and Environmental Standards (SES). We were involved in field-testing the Indonesia’s safeguards framework (*Prinsip Kriteria Indikator Safeguards Indonesia* or PRISAI) in East Kalimantan in 2012/2013 and in the development Social and Environmental Standards for East Kalimantan in 2013-2015. In addition, we were also involved in field-testing of Safeguards Information System for REDD+ (SIS-REDD+) in East Kalimantan. As a swap partner of the TFCA Kalimantan, we were heavily involved in the development of the safeguards for this program and in the evaluation of how the TFCA Kalimantan’s grantee apply those safeguards in the TFCA Kalimantan-funded projects. In the development of FCPF ERP, TNC served as a member of the government-led team in developing the Environmental and Social Management Framework (ESMF) and the Feedback, Grievance and Redress Mechanism (FGRM) parts of the program to meet the World Bank safeguards.

### 1.3. Strategic Opportunities

There is a strong foundation for East Kalimantan to build a comprehensive jurisdictional program for green development and REDD+. Jurisdictional strategic documents and action plans exist and have been recently updated. There is strong leadership at the highest level of government. DDPI was created, and has been instrumental in coordinating climate change mitigation efforts. The provincial government agencies, district heads, local and international NGOs, academia, and private sector have been active in conservation, sustainable forest and crop estate management, community empowerment, and climate change mitigation efforts. Although the foundation and enabling factors existed in the province, there are gaps that need to be addressed and strategic opportunities that should be seized are elaborated below.

Existing East Kalimantan jurisdictional strategies, such as SRAP REDD (2015) and FCPF ERP, have identified key strategies and developed actions to reduce carbon emissions and achieve green growth goals. The ERP is designed with key strategies to be implemented in the next five years. The efforts to implement the proposed activities not only require strong commitment and leadership from the jurisdiction leaders, but also full engagement and participation from a wide range of non-government stakeholders. This is critical, as the East Kalimantan Government has been experiencing a substantial budget cut since 2016. The government has effectively engaged key development partners, particularly local and international NGOs, universities, and company associations. Private sector and community representatives, particularly from the *adat* communities, have often been left out. The East Kalimantan Government nevertheless has made substantial efforts in the last couple of years to strengthen and broaden stakeholder collaboration by implementing the Green Growth Compact. To better support the efforts to engage more stakeholders and forge broader stakeholder partnerships, East Kalimantan Government would benefit from an analysis to systematically map stakeholders, including government, companies, NGOs and community, the area of their work, their activities, and their financial contribution to implement emission reduction actions. The results of this analysis would help the government and relevant stakeholders in identifying ways in which stakeholder collaboration could be furthered to improve the effectiveness and efficiency of financial resource use.

The ERP includes an initial identification of the different stakeholders that could provide financial resources to implement an action plan. This includes estimates of the potential annual financial

contribution of stakeholders between 2019 and 2025. This rough analysis should be expanded to include other stakeholders (including private sector) and refined further to provide more accurate information. Similarly, the analysis on the revenues that could flow from the implementation of those strategies and action plan needs further improvement. The results of the analysis would inform the government and relevant stakeholders about the financial gaps and other financial resources, particularly non-government, that need to be mobilized. Under the FCPF Carbon Fund program, East Kalimantan will receive some financial support (“readiness funding”) of up to USD 5 Million. The readiness funding nevertheless may not fully address the gap in funding needed.

To address this gap, the East Kalimantan Government will be supported in exploring other funding opportunities. Among existing opportunities, such as the Green Climate Fund (GCF), Global Environment Fund (GEF), Governor’s Climate and Forests Task Force (GCF) Funding Window B, Indonesia’s Reforestation Fund, and Tropical Landscape Finance Facility (TLFF), the focus would be on the Green Climate Fund and the Indonesia’s Reforestation Fund. Since its resource mobilization in 2014, the Green Climate Fund has received pledges of USD 10.3 billion. GCF is an important source of funding that East Kalimantan would explore to support its climate change mitigation activities. The Fiscal Policy Agency (*Badan Kebijakan Fiskal*, BKF) of the Ministry of Finance, the Indonesia’s National Designated Authority, is in the process of updating the Country Program for Indonesia and the list of potential projects and programs that could be funded by the Green Climate Fund. It is deemed strategic for East Kalimantan to inform BKF of its emission reduction strategies and to ensure that they are included in the Green Climate Fund project pipelines. Another potential financial source to be explored is the Reforestation Fund. This Indonesian Government fund to finance mitigation-related actions has been underused. In 2017, for example, the East Kalimantan Government was not able to absorb IDR 159 billion of Reforestation Fund (USD 11.56 million) due to the lack of the implementing regulations for the use of the fund following the implementation of the new decentralization law. The unused Reforestation Fund at district level was even more substantial. The policy on how the Reforestation Fund was also too restrictive so that it is in the process of being revised.

The presence of a wide range of stakeholders in East Kalimantan requires a strong coordination body to align different stakeholders and their financial investments, promote collaboration, and resolve conflicts when they arise. The leadership of DDPI has been instrumental in coordinating climate change mitigation efforts. Currently, East Kalimantan is the only province in Indonesia to maintain its climate change council after the National Climate Change Council was merged with the MoEF. The strategic role and the achievements of the DDPI has inspired two other provinces in Indonesia, i.e. West Kalimantan and North Kalimantan, to consider establishing a similar coordinating body. Despite these achievements, DDPI has been facing institutional and financial issues. DDPI has been run with only 8 non-permanent staff (on an annual basis contract) and no government budget was allocated to support its operation. To improve its ability to play a strong coordination role, DDPI’s institutional capacity needs to be enhanced and sufficient financial resources should be allocated.

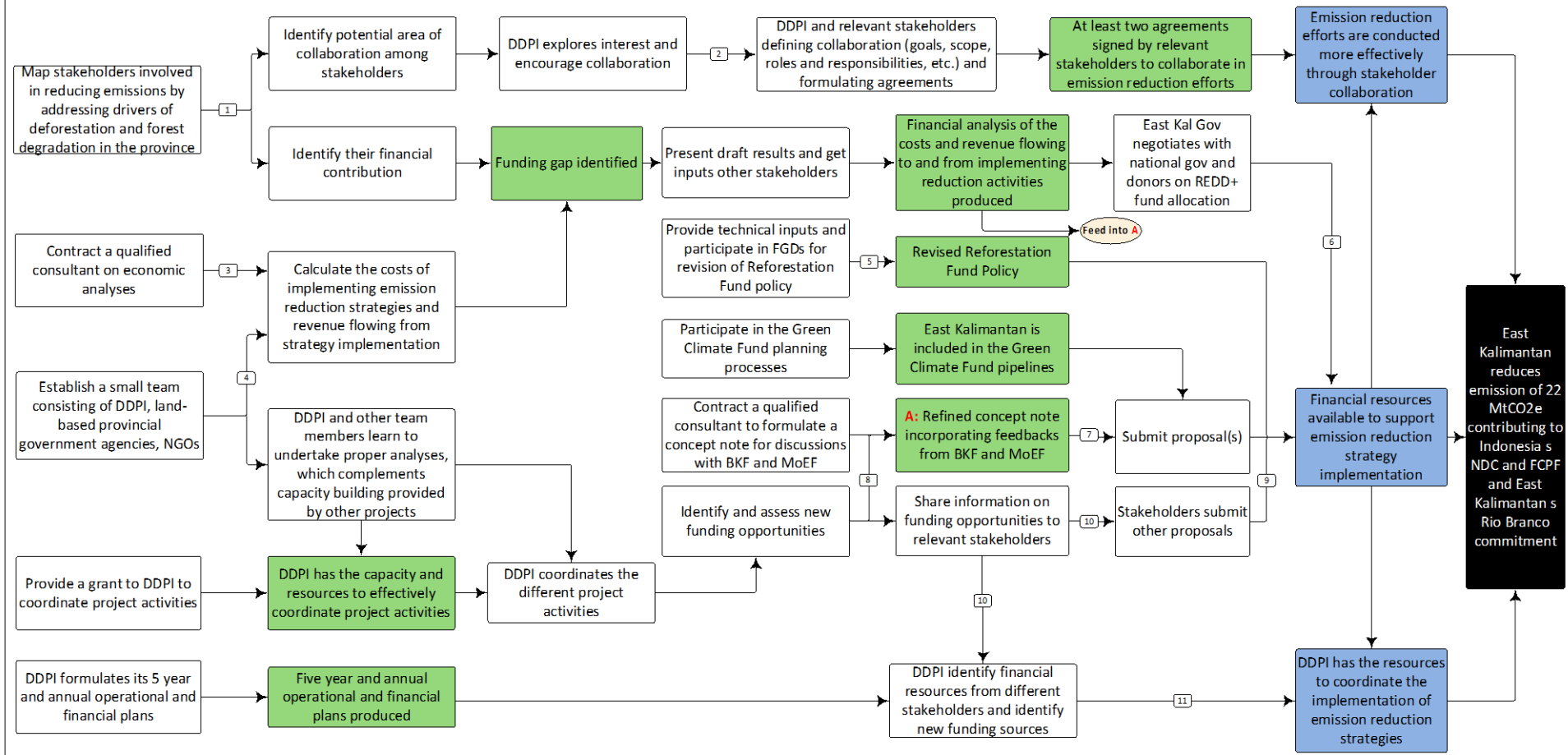
## 1.4. Objectives and Expected Results

Goal: By 2024, East Kalimantan reduces emission of 22 MtCO<sub>2</sub>e contributing to Indonesia's NDC and FCPF and East Kalimantan's Rio Branco commitment

Expected Output	Output Indicator	Data Sources	Baseline		Target	Data Collection Methods & Risks	Key Assumptions
			Value	Year			
Outcome 1: Emission reduction efforts are conducted more effectively through stakeholder collaboration							
1. Agreements among relevant stakeholders (government, companies, NGOs, and community) to collaborate in implementing emission reduction efforts in East Kalimantan.	Existence of a document mapping the different stakeholders implementing emission reduction efforts in East Kalimantan and their financial contribution	Work Plan of relevant stakeholders; Project or Program documents; Government data on annual budget allocation of different government agencies	absent	2018	1 report	<ul style="list-style-type: none"> <li>▪ Semi-structured interviews</li> <li>▪ Focus Group Discussions</li> </ul> Risks: Stakeholders refuse to share information, esp. financial information, collaborate with others, and take part in agreement signing.	All stakeholders are willing to share information on their projects/programs and financial commitments
	# of Focus Group Discussions (FGDs) conducted	Work Plan of relevant stakeholders; Project or Program documents; Government data on annual budget allocation of different government agencies	0	2018	3 FGDs		
	# of written agreement signed by relevant stakeholders		3	2018	2 additional agreements		
Outcome 2: East Kalimantan is prepared to mobilize financial resources from different sources to support emission reduction strategy implementation							
2. Financial analysis of the costs and revenue flowing to and from the implementation of emission activities in East Kalimantan.	Existence of a report on cost/revenue analysis and funding gap	Relevant reports (System Dynamic Report, Development by Design Analysis, Green Economy Master Plan, FCPF ERPD)	Absent	2018	1 report	<ul style="list-style-type: none"> <li>▪ Literature review</li> <li>▪ Semi structured interviews</li> <li>▪ Focus Group Discussions</li> </ul> Risks: Costs and revenue data are limited and/or not available.	Consultant with strong knowledge of cost and revenue analysis is available during the grant period
	# of Focus Group Discussion conducted	Relevant reports (System Dynamic Report, Development by Design Analysis, Green Economy Master Plan, FCPF ERPD)	0	2018	2 FGDs		
3. East Kalimantan is included in the Green Climate Fund pipelines and technical inputs provided for revision of Reforestation Fund policy, enhancing opportunities for the province to have more resources to implement emission reduction efforts.	Existence of a report on potential funding opportunities	Donor documents, donor announcements, calls for proposals, concept note and proposal guidelines	absent	2018	1 report	<ul style="list-style-type: none"> <li>▪ Literature review</li> <li>▪ Semi structured interviews</li> <li>▪ Focus Group Discussions</li> </ul> Risks: The proposals rejected	All relevant information is available for concept note development, and the concept note receives useful inputs from BKF and MoEF
	# of Focus Group Discussion conducted	Donor documents, donor announcements, calls for proposals, concept note and proposal guidelines	0	2018	2 FGDs		
	# of concept note developed	Calls for proposals, concept note guidelines	0	2018	1 concept note		
Outcome 3: DDPI has the resources to coordinate the implementation of emission reduction strategies							
4. East Kalimantan Climate Change Council (DDPI) has the capacity and resources to effectively coordinate activities in this proposed project.	Existence of five year (2019-2023) and 2019 operational and financial plans	DDPI Operational and Financial Work Plan of previous years; Work plans of relevant stakeholders	absent	2018	2 reports	<ul style="list-style-type: none"> <li>▪ Focus Group Discussions</li> <li>▪ Workshops</li> </ul>	The newly elected governor is supportive
	Existence of a grant agreement from TNC to DDPI	DDPI Financial Reports of the last 3 years	1 agreement (current)	2018	1 grant agreement		

**Figure 1.** Theory of Change Diagram

### THEORY OF CHANGE DIAGRAM



- ASSUMPTIONS**
- 1: Stakeholders are willing to share information on their projects/programs and financial contribution
  - 2: Stakeholders are willing to collaborate and come to an agreement to collaborate in emission reduction
  - 3: Consultant with strong knowledge of cost and revenue analysis is available during the grant period.
  - 4: The members of the small team are committed to put aside their time and engage in the analysis
  - 5: Technical inputs are accepted
  - 6: National government and donors agree to increase financial allocation to East Kalimantan
  - 7: Concept note receives useful feedback from BKF and MoEF
  - 8: All relevant information is available for proposal development
  - 9: Proposals are approved by donors
  - 10: Stakeholders make use of the information and formulate proposals
  - 11: The newly elected governor is supportive of DDPI

**Legend**

- Activity (White box)
- Output (Green box)
- Outcome (Blue box)
- Goal (Black box)

## Theory of Change:

We will undertake a set of activities within the timeframe of the project to produce 4 main outputs as described in above table and the Theory of Change diagram.

By mapping stakeholders involved in reducing emissions from deforestation and forest degradation, and their financial contribution, we will also identify potential area of collaboration among the stakeholders. Based on the results of the analysis, DDPI will explore the interest of relevant stakeholders and encourage them to collaborate. Assuming relevant stakeholders agree to collaborate, DDPI will lead them to discuss and define the goals and scope of collaboration, and how the roles and responsibilities will be shared among them. It is expected that these could be then formulated into agreements. We expect two agreements could be signed by relevant stakeholders within the 18-month project timeframe, which will add to the three agreements that have signed by stakeholders under the Green Growth Compact (mentioned under “Other Relevant Low-Emissions Development Processes” section on page 5). Stronger stakeholder collaboration will result in more effective implementation of emission reduction strategies in East Kalimantan, as stakeholders co-invest their resources rather than work in competition or duplication.

Information on stakeholders’ financial contribution in emission reduction efforts will be used in the analysis of the costs and revenue flowing to and from the implementation of emission reduction activities that will be led by the contracted consultant. We will hire a gender specialist that will collect data, together with the TNC team, on the needs and interests of women in emission reduction strategy implementation. The data will be compiled by the consultant to calculate the costs of undertaking women-related activities. The overall analysis will also identify funding gaps that will need to be addressed if East Kalimantan is to achieve its emission reduction goal. In parallel, we will identify potential funding opportunities, prioritize them together with DDPI and key stakeholders. Based on the feedbacks from UNDP and the Governor’s Climate and Forest Task Force, from the different potential funding opportunities, we will focus our efforts on two potential funding sources, i.e. the Green Climate Fund and the Indonesia’s Reforestation Fund. We will attempt to get the East Kalimantan included in the Indonesia’s Green Climate Fund (GCF) project pipelines. We will hire a consultant to formulate a concept note as a basis for DDPI to get inputs and feedbacks from BKF and MoEF. We expect that that these feedbacks will enable East Kalimantan to formulate and submit proposal(s) to the Green Climate Fund at a later stage. We will provide technical inputs and participate in different MoEF-led focus group discussions to revise the Reforestation Fund. We expect that the revised policy would provide more flexibility on how the fund allocated to the districts and provinces could be used, which include efforts to mitigate climate change and reduce emissions. Once revised, East Kalimantan would be able to utilize the fund to implement some of its emission reduction strategies.

We will also share information about any funding opportunity, that we do not prioritize, to other stakeholders interested to support East Kalimantan, and encourage them to apply. The results of the financial analysis could be used by the East Kalimantan Government in negotiating with the national government and donors on budget allocation to support REDD+ implementation in the province. If the proposals are approved by the donors and if the East Kalimantan is able to negotiate successfully with national government and donors, more funds will be available for the East Kalimantan Government and other stakeholders to implementing emission reduction efforts.

To ensure that the capacity to conduct cost analysis stays within the East Kalimantan stakeholders, we will establish a small team, consisting of DDPI, provincial forestry, estate crop, environment, development planning agencies, and NGOs, that will work closely with the consultant. In addition, we will also provide a grant to DDPI to lead and coordinate FGDs, engage in different analysis, and encourage stakeholder collaboration mentioned above. DDPI will use some part of the grant to formulate a five year and annual operational plan, assess the financial resources they need to undertake the different activities, and identify potential sources of revenue.

If financial resources are available for East Kalimantan and other stakeholders through successful fundraising, stakeholders collaborate more effectively, and DDPI has the human and financial

resources needed to coordinate emission reduction strategies, then East Kalimantan will be able to meet its emission reduction target of 22 MtCO<sub>2</sub>e by 2024 and contribute to Indonesia's NDC, FCFP, and its own commitment to the Rio Branco declaration.

## 1.5. Description of Activities

We will deliver four outputs within the 18-month project implementation:

**Output 1: Agreements among relevant stakeholders (government, companies, NGOs, and community) to collaborate in implementing emission reduction efforts in East Kalimantan.** We will identify and map the different stakeholders, i.e. government, companies, NGOs and community, implementing emission reduction efforts in East Kalimantan, their allocated financial resources to undertake those efforts, and identify areas where collaboration among stakeholders could be established. To collect the data and information, we will conduct semi-structured interviews and review project or program documents. In addition, DDPI will organize FGDs to collect information, explore interests, and encourage collaboration among different stakeholders. For each potential multi-stakeholder collaboration, together with DDPI, we will engage the stakeholders in the discussions to determine the scope, goals and objectives of the collaboration, the roles and responsibilities of each stakeholder, etc. and formulate them in the agreement. DDPI will subsequently coordinate the agreement signing and monitor the progress of collaboration over time. We will ensure that women, the young and old, local and *adat* communities, and other marginalized groups are well-represented in the different FGDs and other discussions.

**Output 2: Financial analysis of the costs and revenue flowing to and from the implementation of emission reduction activities in East Kalimantan.** We will conduct an analysis of the costs and revenue flowing to and from the implementation of the activities to reduce emissions from unsustainable mining and logging practices, expansion of monoculture timber plantation, expansion of large scale agriculture (particularly oil palm) and subsistence agriculture by smallholders, and natural and human-induced forest fires. This analysis would include the assessment of the costs needed to strengthen the capacity of DDPI, run effective Forest Management Units (KPHs), support smallholder oil palm producers in reducing emissions. We will conduct a literature review, including the different cost models developed by TNC and GGGI, and hold semi-structured interviews with relevant stakeholders in East Kalimantan, including women and other marginalized groups. In addition, we will also interview other organizations who have done similar cost and revenue analyses for other REDD+, Payment for Environmental Services, and other relevant initiatives in different parts of Indonesia. DDPI will organize FGDs with all relevant stakeholders to present the draft results of the analysis and seek further inputs to refine the results. We will establish a small team, consisting of DDPI, provincial forestry, estate crop, environment, development planning agencies, and NGOs, ensuring women are also included in this team, that will work closely with TNC and our consultant. It is expected that the members of this small team will gain the skills in conducting cost and revenue analysis and apply them in their own work.

**Output 3:** East Kalimantan is included in the Green Climate Fund project pipelines and technical inputs provided for revision of Reforestation Fund policy, enhancing opportunities for the province to have more resources to implement emission reduction efforts. To address the financial gap, we will identify multiple new funding opportunities that will bring in additional funding to East Kalimantan. This will be done by reviewing different donor documents, exploring new opportunities with relevant Indonesian ministries, different bilateral and multi-lateral agencies, among others. GCF, GEF, GCF Funding Window B, Indonesia's Reforestation Fund, and TLFF are among the potential funding sources that we will explore. Based on the feedbacks from UNDP and the Governor's Climate and Forest Task Force, we will carry out several activities to better position East Kalimantan to tap the Green Climate Fund and the Indonesia's Reforestation Fund in the near future. DDPI and TNC will inform the Fiscal Policy Agency (BKF) of the East Kalimantan's emission reduction strategies and activities, and the financial resources needed, by participating in the BKF-lead multi-stakeholder

processes to update the Indonesia's Country Program and project pipelines. We will also host a visit of BKF and the Ministry of Environment and Forestry (MoEF) to East Kalimantan so that they have a deeper understanding of East Kalimantan's mitigation efforts. In addition, we will hire a consultant to formulate a concept note as a basis for DDPI to get inputs and feedbacks from BKF and MoEF. We expect that these feedbacks will enable East Kalimantan to be able to formulate and submit proposal(s) to the Green Climate Fund at a later stage. Similarly, women, *adat* community and other marginalized groups will also be engaged in the processes. Relevant information on potential funding opportunities will also be shared with relevant institutions in East Kalimantan so that they can potentially mobilize those resources to support their emission reduction efforts. With regards to the Reforestation Fund, we will provide MoEF with technical inputs and participate in their focus group discussions to revise the Reforestation Fund.

**Output 4: East Kalimantan Climate Change Council (DDPI) has the capacity and resources to effectively coordinate activities of this project.** DDPI is the multi-stakeholder organization mandated to coordinate and facilitate the climate change mitigation and adaptation in the province, including reducing emission program implementation. Under this output, we will support DDPI in formulating operational and programmatic plan including budget needed. We will provide DDPI with a grant so that it could coordinate FGDs and other related project activities.

## 1.6 Implementation Plan and Timeframe

Expected Outputs	Planned Activities	Responsible (Government or Partners)	Implementation Schedule					
			Q1	Q2	Q3	Q4	Q5	Q6
1. Agreements among relevant stakeholders (government, companies, NGOs, and community) to collaborate in implementing emission reduction efforts in East Kalimantan.	1.1. Map different stakeholders, i.e. government, companies, NGOs and community, implementing efforts to reduce emissions from deforestation and forest degradation in East Kalimantan and identify areas of potential collaboration.	TNC						
	1.2. Identify financial contribution of the different stakeholders in implementing the emission reduction strategies.	TNC						
	1.3. Promote collaboration among relevant stakeholders and produce agreements for increased resource sharing and more effective implementation of emission reduction efforts.	DDPI						
2. Financial analysis of the costs and revenue flowing to and from the implementation of emission reduction activities in East Kalimantan.	2.1. Analyze the costs and revenue flowing to and from the implementation of the activities to reduce emissions from planned forest conversion to mining, timber plantation, estate crop plantations, community encroachment, and unsustainable logging practices.	TNC						
	2.2. Assess funding gaps by comparing costs against the financial contribution of different stakeholders.	TNC						
3. East Kalimantan is included in the Green Climate Fund project pipelines and technical inputs are provided for the revision of Reforestation Fund policy, enhancing opportunities for the province to have more resources to implement emission reduction efforts.	3.1. Identify new funding opportunities to support the emission reduction efforts in East Kalimantan, focusing on the Green Climate Fund and Indonesia's Reforestation Fund.	TNC						
	3.2. Develop a concept note as a basis to get inputs and feedbacks from BKF and MoEF to prepare East Kalimantan to formulate proposal(s) to the Green Climate Fund at a later stage.	TNC						
4. East Kalimantan Climate Change Council (DDPI) has the capacity and resources to effectively coordinate activities of this proposed project.	4.1. DDPI to develop its five year (2019-2023) and 2019 operational and financial plans.	DDPI						
	4.2. DDPI to effectively coordinate the different FGDs and other related project activities.	DDPI						

## 1.7. Cross-cutting Issues

### *Interaction with Broader Policy Framework*

The East Kalimantan emission reduction strategies and action plan to achieve emission reductions will contribute to achieving Indonesia's NDC and East Kalimantan's Rio Branco commitment. The multi-stakeholder collaboration, the results of the cost and revenue analysis, and the mobilized new funding, that would substantially support the implementation of green growth and emission reduction efforts in the province, ultimately would support national processes and emission reduction target.

The East Kalimantan strategies and action plan described in the FCPF ERPD serve as crucial part of Indonesia REDD+ efforts to demonstrate a jurisdictional model of REDD+ performance-based payment. East Kalimantan is also one of a few provinces in Indonesia that has been implementing jurisdictional REDD+ initiatives. For these reasons, its government leaders have been invited to participate in various events organized by the MoEF to discuss REDD+ strategies, National Registry System, MRV, NDC, among others. Similarly, key government officials from the ministry often visit East Kalimantan and participate in the FCPF and other events. The East Kalimantan Government is in a strategic position to inform the national government and help shape the national processes, including the revision of Indonesia's NDC at a later stage.

In dealing with other jurisdictional and sectoral policies that put pressure on jurisdictional efforts to reduce emissions, East Kalimantan Government should improve inter-sectoral coordination (e.g. among mining, crop estate, forestry, and community empowerment, animal husbandry agencies), improve program design and planning to anticipate the program's unintended impacts on forests and carbon emissions by using analyses such as system thinking/system dynamics modelling and the TNC-developed Development by Design framework. The framework provides a holistic view of how future development could affect our natural systems and offers solutions for ensuring their health over the long-term for the people and precious wildlife that depend upon them.

The Government of Indonesia has developed the national REDD+ Safeguard Information System (SIS-REDD+) based on Cancun safeguards. The REDD+ SIS principles, criteria, and indicators were formulated through extensive multi-stakeholder processes at both national and sub-national levels. At the sub-national levels, field-testing of PRISAI and SIS-REDD+ took place in East Kalimantan. SES-REDD+ has also been developed for East Kalimantan. In recent years, East Kalimantan government and other key stakeholders, including TNC, developed safeguards and grievance mechanism for FCPF ERPD. Safeguards information collected in East Kalimantan will feed into the national SIS-REDD+ managed by the MoEF.

### *Partnerships*

As mentioned earlier, there are multiple stakeholders, i.e. government, local and international NGOs, companies, and communities, who have been implementing strategies and activities to promote green growth and climate change mitigation in East Kalimantan. The government acknowledged the contribution of non-government stakeholders and have engaged local and international NGOs (Yayasan BIOMA, Perkumpulan STABIL, Yayasan BUMI, Kawal Borneo Community Foundation Yayasan BELANTARA, JATAM, TNC, GGGI, GIZ, WWF), universities (Mulawarman University, University of 17 August 1945, University of Widyagama, Politeknik Samarinda), and company associations in key strategic planning and implementation meetings. These include discussions on FCPF, the Climate Change Master Plan, Social Forestry, and Forest Management Unit (KHP). Collaboration exists among some of the stakeholders in promoting sustainable practices in forestry and crop estate sectors, protecting key habitats of endangered species, and rehabilitating mangroves and other key essential ecosystems. This collaboration could still be strengthened, and therefore the government has been promoting multi-stakeholder collaboration over the last two years through the implementation of the Green Growth Compact.

Through this project, the mapping of various stakeholders and their contribution, and new potential collaboration among stakeholders would be identified and further promoted. It is also expected that the outputs and achievements of the implementation of the different projects and initiatives by the different stakeholders could be compiled. This would provide a comprehensive picture of where East Kalimantan is at in its efforts to achieve its green growth and REDD+ targets, and to strategize future efforts.

### *Multi-stakeholder Participation*

DDPI and TNC will engage key stakeholders throughout the project, from planning to monitoring and evaluation. We engaged DDPI in conceptualizing this concept note. We presented the draft concept note and sought inputs from DDPI, East Kalimantan Environment, Forestry, Crop Estate Agencies, University of Mulawarman, and Belantara Foundation. During the implementation of this proposed project, the mapping of stakeholders and their contribution, the analysis of the costs and revenue, and the formulation of proposals to mobilize new financial resources to strengthen green growth and emission reduction efforts will be undertaken with the participation from the government, companies, local and international NGOs, and communities. Together with DDPI, we will ensure that those stakeholders will be engaged meaningfully in key strategic points by taking into account the demand and needs of other initiatives and projects, to avoid stakeholder burn out.

This project will also make a special effort to engage representatives from key companies (mining, forestry, timber plantation, and oil palm), local communities, and indigenous people. We will ensure that women representatives from those different stakeholders are able to take part in the processes. To engage local and *adat* communities, as Focus Group Discussions (FGDs) in Samarinda, Balikpapan, or other capital cities/towns may pose long travel time for them, this project will attempt to make use of the annual gathering of the East Kalimantan and Berau community learning networks. These two networks bring together local and *adat* communities from at least 107 villages in the province. At these community meetings, we will gather information and aspirations, consult, and seek inputs from the community members, in particular from women and other marginalized groups.

### *Gender Mainstreaming*

The proposed project will integrate gender perspectives and women's empowerment by ensuring that women will be well-represented in different project stages, from planning, implementing different project activities (stakeholder mapping, costs and revenue analysis, proposal making), to monitoring and evaluation. We will engage the identified women leaders at different government agencies at different levels, companies, local and international NGOs, villages, community groups, and *adat* communities. As women at the village level have roles that may hinder their participation in meetings and workshops held at the provincial level, we will hire a gender specialist to design a data collection process and lead FGDs in at least 3 villages in East Kalimantan to gather data and information on the needs and interests of women in emission reduction strategies. The FGDs will be carried out at the times most appropriate for women, i.e. taking into consideration the different tasks that women have to perform, and conducted in gender sensitive ways to encourage women to comment freely and actively. Through the FGDs, we expect to generate data that form the basis to calculate the gender-related costs and revenue analysis, and budget is allocated to the different proposals produced by this project.

In addition, the gender specialist will also lead the development of gender-specific indicators and targets that will be a part of the larger project monitoring system. The indicators and targets will be tracked over time and sex-disaggregated data will be collected during FGDs, interviews, etc. Our aim is that women should make up at least 30% of the total participants involved in the different project activities.

### *Knowledge Management and Communications*

This project will capture data, information, lessons learnt in the minutes of discussions and project reports/documents. We will make use of available communication platforms in the province to share key project findings and lessons learnt. These include:

- **Local newspapers:** The two largest local newspapers allocate one page in their daily newspapers for the East Kalimantan Government and Parliament to provide updates and share information.
- **East Kalimantan Government websites:** East Kalimantan Forestry, Planning Development, Crop Estate, Forest Gazettement Agency, and DDPI have developed websites and updated them on regular basis.
- **Radio and television:** Radio Republik Indonesia (RRI) and Televisi Republic Indonesia (TVRI) have organized various interactive dialogues and programs on environment and climate change. DDPI and TNC have utilized both RRI and TVRI in the past and similarly will use them for this proposed project.
- **Workshops, seminars, and conferences** and their associated exhibitions at the provincial, national, regional, and international levels: The project will look for opportunities to present the results and lessons learnt at the provincial, national, regional, and international workshops, seminars and conferences. These included annual GCF meeting, COP side events, the MoEF's Climate Festival, annual provincial development exhibition, Berau Expo, etc.

## 2. Risks, Monitoring and Evaluation

### 2.1. Risk Management

Some risks and mitigation efforts are identified to ensure the proposed project generates results as expected:

First, a new East Kalimantan Governor will be elected in June 2018. While Governor Awang Faroek Ishak is committed to green growth and climate change mitigation, the commitment of the to-be-elected Governor is not known. If his commitment is low or lacking and therefore affecting high level government officials in the province, the proposed project will be hindered and will not produce high quality outputs. This is because the quality of the analyses would depend on the willingness and openness of the provincial government leaders to share financial data, participate in the FGDs, and participate and promote collaboration among different stakeholders. Together with other local and international NGOs and key government leaders, TNC has been involved in the efforts to build the knowledge and commitment of potential governor candidates of green growth and climate change. These subsequently will be undertaken with the newly elected Governor. TNC has also supported DDPI in formulating the Climate Change Master Plan which is currently under review by the East Kalimantan Parliament. Once it is approved and legalized through the Provincial Regulation, the master plan will help ensure that the climate change mitigation commitment is maintained under the new leadership.

Second, financial analysis of the cost and revenue requires financial data from government, NGOs, companies, and community. There is a risk that certain stakeholders are reluctant to participate in data collection processes and are not willing to share data. To avoid this risk, TNC and DDPI will build safeguards to protect confidential financial information and communicate the objectives of the analyses and the developed safeguards to relevant stakeholders.

Third, East Kalimantan is a dynamic province with many activities that need participation of government, companies, and CSOs. There is a risk that the semi-structured interviews and FGDs of this proposed project will have to "compete" with other activities in the province. To mitigate this risk, we will work closely with DDPI to ensure proper planning and coordination of the project activities. In addition, we will get the commitment from representatives from key government agencies and NGOs to work together intensively in a small team together with TNC in undertaking the different analyses.

Fourth, we will encourage female participation throughout the project, from planning, implementation, to evaluation. At the provincial and district government agencies, only 10-15% leadership positions were held by women, although the number has increased over time. At the village level, women are responsible for agriculture/food production, as well as caring for their family members, and participating in different health and religious activities. By encouraging women to participate, the project may pose additional burdens on women and take away time that is

dedicated to other responsibilities. Conflicts inside the family may increase as women spend more time outside the village, and conflicts may arise between women groups and other community groups at the village level if the latter feel women groups are being privileged and receive more benefits than them.

Overall, to monitor progress against the results indicators over the course of the project, we will develop a detailed workplan describing the different activities to be carried out to deliver the outputs and the schedule. The workplan will be closely monitored using TNC internal monitoring tools. They include dashboard monitoring system, monthly reports and meetings, and quarterly meetings. These tools will help us to track progress of each activity, output, and output indicator.

We will hold monthly meetings with DDPI to review the progress of the different activities, identify implementation challenges and constraints as they arise, and discuss options to address them effectively.

We will also hold regular meetings with the consultants contracted to help with the costs and revenue analysis and concept note formulation to ensure that they carry out the tasks without delays, help address any challenges they face, and provide quality inputs to their analyses. When necessary, the consultants will be asked to join the monthly TNC-DDPI meetings. These tasks and the associated costs will be included in their contracts.

To ensure smooth implementation of the different activities and participation of women over the course of the project, we will ensure that:

- The Terms of Reference are developed for each FGDs and shared to participating stakeholders, together with the invitation, at least one week before the FGDs.
- Minutes of the FGDs are put together, describing the key decisions and agreed action points, and share them with the participating stakeholders at least one week after the FGDs.
- The Terms of Reference of the consultants for the cost and revenue analysis and concept note development are developed at least two months before the start of the contracts to give the opportunity for DDPI and other key stakeholders to provide inputs, and for TNC to finalize the contract processes.
- The consultants will be requested to share draft of the reports to TNC at least one month before the end of the contracts to give the opportunity for TNC, DDPI, and other key stakeholders to review and provide inputs.
- The participation of women in the different activities is properly recorded. It is expected that women representation in the activities will be approximately 30%. Further, we will monitor to which extent women's needs and interests are discussed by relevant stakeholders and captured in key documents resulted from the activities, including cost and revenue analysis and funding proposals. A gender specialist will be contracted to ensure undertaken activities are gender sensitive.

Toward the end of the project, an external evaluator will be hired to undertake an evaluation on activities specific to this proposal.

## 2.2. Monitoring

The proposed project aims to produce stakeholder collaborative agreements, analysis of funding gaps, high quality proposals (for submission beyond the timeframe of the project to attract funds to finance implementation of emission reduction strategies), and capacity for DDPI to coordinate the different project activities. We will develop a monitoring framework to track progress in implementing the different activities and achieving the target outputs. Due to the nature of those outputs and the different activities to be implemented, the key indicators and targets to track over the course of the project will be progress indicators, such as indicators for monitoring processes to get agreements from the different stakeholders, indicators for monitoring stakeholder engagement in financial analysis, proposal development, etc., rather than indicators for monitoring emission

reduction or other landscape parameters. Changes in emission and other landscape outcomes are expected to occur beyond the timeframe of this project if the developed proposals attract donors' investments. The stakeholder collaborative efforts, to be promoted as a part of Output 1, would be registered in the National Registry System (*Sistem Registrasi Nasional*) of the Ministry of Environment and Forestry. They will also be monitored as a part of the Green Growth Compact's monitoring system. Any changes in the emission and other landscape parameters at a later stage will be monitored as part of the East Kalimantan MRV system once it is established.

To monitor progress in implementing the different activities and achieving the target outputs, over the course of the project, we will engage DDPI and other key stakeholders in developing a monitoring framework for this project. We will develop a detailed workplan describing the different activities to be carried out to deliver the outputs and the schedule. For each output, we will set target indicators and milestones, and a scoring system (1-4) that enable us to track progress. The assessment results will be presented in a form of a dashboard. We will hold monthly meetings with DDPI and key stakeholders to review the progress of implementing the different activities and achieving the outputs, identify implementation challenges and constraints as they arise, and discuss options to address them effectively.

We will also hold regular meetings with the consultants contracted to help with the costs and revenue analysis and proposal formulation to ensure that they carry out the tasks without delays, help address any challenges they face, and provide quality inputs to their analyses. When necessary, the consultants will be asked to join the monthly TNC-DDPI meetings. These tasks and the associated costs will be included in their contracts.

To ensure smooth implementation of the different activities, we will ensure that:

- The Terms of Reference are developed for each FGDs and shared to participating stakeholders, together with the invitation, at least one week before the FGDs.
- Minutes of the FGDs are put together, describing the key decisions and agreed action points, and share them with the participating stakeholders at least one week after the FGDs.
- The Terms of Reference of the consultants for the cost and revenue analysis and concept note development are developed at least two months before the start of the contracts to give the opportunity for DDPI and other key stakeholders to provide inputs, and for TNC to finalize the contract processes.
- The consultants will be requested to share draft of the reports to TNC at least one month before the end of the contracts to give the opportunity for TNC, DDPI, and other key stakeholders to review and provide inputs.

The participation of women in the different project activities is properly recorded by collecting sex-disaggregated data. As mentioned in "Gender Mainstreaming" section, we will contract a gender specialist who will also be tasked to develop gender-specific indicators and targets that we will track as a part of the larger project monitoring system.

Toward the end of the project, an external evaluator will be hired to undertake an overall evaluation of the project.

### 2.3. Sustainability of Results

The project will be implemented over a period of 1.5 years. To ensure sustainability of the project, the following actions will be carried out.

First, this project aims to map the different stakeholders, i.e. government, companies, NGOs and communities responsible for implementing emission reduction efforts in East Kalimantan, the allocated financial resources to undertake those efforts, and identify areas where collaboration among stakeholders could be created or strengthened. Together with DDPI, we will facilitate multi-stakeholder collaborative agreements. The output will catalyse East Kalimantan green growth and REDD+ efforts and produce impacts beyond the timeframe of this project.

Second, we aim to develop an analysis of the costs and revenue flowing to and from the implementation of emission reduction activities in the province. This is done to provide a deeper analysis of the funding needs and gap to carry out the emission reduction efforts, and subsequently identify new financial opportunities from both public and private sources that can be mobilized. The work with the BKF and MoEF to include East Kalimantan into the Green Climate Fund project pipelines and the support provided to the revision of the Reforestation Fund policy would provide East Kalimantan with the opportunity to have greater financial resources to implement the emission reduction efforts and contribute to the East Kalimantan emission reduction targets, the Rio Branco commitment, and Indonesia's NDC.

Third, we will closely work with the East Kalimantan Provincial Government and relevant parties to the FCPF to ensure the results of the cost and revenue analysis can be used in the next step of FCPF processes. The ability of East Kalimantan to meet the performance-based target will determine the size of the payments that the province would receive and its ability to further invest some portion of the payment to sustain its green growth and REDD+ initiatives.

Lastly, through this project we aim to continue strengthening DDPI as the coordinator of climate change initiatives in East Kalimantan. In the past several years, the DDPI has been playing an important strategic role in coordinating various stakeholders to implement initiatives. A capable DDPI, equipped with sufficient human and financial resources, will help sustain the green growth and REDD+ initiatives in the province in years to come.

### **3. Budget**

We request a total of USD 325,000 to implement the activities described in the table below. Apart from the contribution of USD 100,171 from a corporate foundation-funded TNC project in East Kalimantan, the East Kalimantan Government will also contribute a total of IDR 665,000,000 (USD 49,260). The amount is to cover the staff's time of the government agencies and DDPI, their travel time, and the costs of hosting different focus group discussions and other meetings, with the following breakdown: USD 14,926 (Output 1), USD 16,852 (Output 2), USD 7,852 (Output 3), and USD 9,630 (Output 4).

**Table 2.** Detailed budget

Output	Activities	Budget Description	Budget 2018	Budget 2019	Total	Additional funding: source & description	Additional funding amount
1. Agreements among relevant stakeholders (government, companies, NGOs, and community) to collaborate in implementing emission reduction efforts in East Kalimantan	1.1. Map different stakeholders, i.e. Government, companies, NGOs and community, implementing efforts to reduce emissions from deforestation and forest degradation in East Kalimantan and identify areas of potential collaboration	<p><b>Budget 2018:</b></p> <p>1. Travel = \$375 (allocated for TNC staff and/or partners)</p> <p>2. Meeting (\$15 per pax for 70 people; 2 - 4 meetings will be organized) = \$ 1,050</p> <p>3. Staff time (3 program staff @ 6% and 2 program staff @ 3%) = \$7,122</p>	\$8,547	\$0	\$8,547	Corporate Foundation-funded TNC project	\$7,084
	1.2. Identify financial contribution of the different stakeholders in implementing the emissions reduction strategies	<p><b>Budget 2018:</b></p> <p>1. Consultant (30 days @\$400) = \$12,000</p> <p>2. Travel = \$250 (allocated for TNC staff and/or partners)</p> <p>3. Meeting (\$15 per pax for 20 people) = \$300</p> <p>4. Staff time (3 program staffs @ 4%) = \$4,228</p> <p><b>Budget 2019:</b></p> <p>1. Consultant (30 days @\$400) = \$12,000</p> <p>2. Travel = \$500 (allocated for TNC staff and/or partners)</p> <p>3. Meeting (\$15 per pax for 20 people) = \$ 300</p> <p>4. Staff time (2 program staff @3%) = \$2,260</p>	\$16,778	\$15,060	\$31,838	Corporate Foundation-funded TNC project	\$7,334

	<p>1.3. Promote collaboration among relevant stakeholders and produce agreements for increased resource sharing and more effective implementation of emission reduction efforts</p>	<p><b>Budget 2018:</b>  1. Travel = \$ 150 (allocated for TNC staff and/or partners)  2. Meeting (\$15 per pax for 10 people) = \$150  3. Communication = \$ 125  3. Staff time (4 program staff @ 6%) = \$5,862  <b>Budget 2019:</b>  1. Travel = \$300 (allocated for TNC staff and/or partners)  2. Meeting (\$15 per pax for 25 people) = \$375  3. Communication = \$130  3. Staff time (3 program staff @3%) = \$2,964</p>	\$6,287	\$3,769	\$10,056	Corporate Foundation-funded TNC project	\$7,284
	<p>Monitoring, Evaluation, and Reporting</p>	<p><b>Budget 2018:</b>  1. Travel = \$130 (allocated for TNC staff)  2. Meeting (\$15 per pax for 5 people) = \$75  3. Staff time (1 program staff @0.25%) = \$187  <b>Budget 2019:</b>  1. Travel = \$205  2. Meeting (\$15 per pax for 10 people ) = \$150  3. Staff time (1 program staff @0.5%) = \$410</p>	\$392	\$765	\$1,157		
<p><b>Subtotal Output 1</b></p>			<b>\$32,004</b>	<b>\$19,594</b>	<b>\$51,598</b>		<b>\$21,702</b>

2. Financial analysis of the costs and revenue flowing to and from the implementation of emission reduction activities in East Kalimantan	2.1. Analyze the costs and revenue flowing to and from the implementation of the activities to reduce emissions from planned forest conversion to mining, timber plantation, estate crop plantations, community encroachment, and unsustainable logging practices	<p><b>Budget 2018:</b></p> <ol style="list-style-type: none"> <li>1. Consultant (42 days @\$400 per day) = \$16,800</li> <li>2. Gender Specialist (20 days @ \$250 per day) = \$5,000</li> <li>3. Travel = \$810 (allocated for TNC staff and/or partners)</li> <li>4. Communication = \$65</li> <li>5. Meeting (\$15 per pax for 30 people) = \$450</li> <li>6. Staff time (3 Program staff @4%) = \$4,035</li> </ol> <p><b>Budget 2019:</b></p> <ol style="list-style-type: none"> <li>1. Consultant (8 days @400 per day) = \$32,000</li> <li>2. Gender Specialist (40 days @ \$250) = \$10,000</li> <li>3. Travel = \$375 (allocated for TNC staff and/or partners)</li> <li>4. Communication = \$130</li> <li>5. Meeting (\$15 per pax for 25 people) = \$375</li> <li>6. Staff time (3 Program Staff @4%) = \$4,513</li> </ol>	\$27,160	\$47,393	\$74,553	Corporate Foundation-funded TNC project	\$17,434
	2.2. Assess funding gaps by comparing costs against the financial contribution of different stakeholders	<p><b>Budget 2018:</b></p> <ol style="list-style-type: none"> <li>1. Travel = \$530 (allocated for TNC staff and/or partner)</li> <li>2. Meeting (\$15 per pax for 30 people) = \$450</li> <li>3. Staff time (2 Program staff @4%) = \$3,292</li> </ol> <p><b>Budget 2019:</b></p> <ol style="list-style-type: none"> <li>1. Travel = \$280 (allocated for TNC staff and/or partner)</li> <li>2. Meeting (\$12 per pax for 25 people) = \$180</li> <li>3. Staff time (3 Program Staff @4%) = \$5,585</li> </ol>	\$4,272	\$6,045	\$10,317	Corporate Foundation-funded TNC project	\$6,884

	Monitoring, Evaluation, and Reporting	<p><b>Budget 2018:</b></p> <p>1. Travel = \$215 (allocated for TNC staff)</p> <p>2. Meeting (\$15 per pax for 10 people) = \$150</p> <p>3. Staff time (1 program staff @0.25%) = \$170</p> <p><b>Budget 2019:</b></p> <p>1. Travel = \$380 (allocated for TNC staff)</p> <p>2. Meeting (\$15 per pax for 20 people) = \$300</p> <p>3. Staff time (1 program staff @0.5%) = \$390</p>	\$535	\$1,070	\$1,605	
<b>Subtotal Output 2</b>			<b>\$31,967</b>	<b>\$54,508</b>	<b>\$86,475</b>	<b>\$24,318</b>
3. East Kalimantan is included in the Green Climate Fund project pipelines and technical inputs are provided for the revision of Reforestation Fund policy enhancing opportunities for the province to have more resources to implement emission reduction efforts	3.1. Identify new funding opportunities to support the emission reduction efforts in East Kalimantan, focusing on the Green Climate Fund and Indonesia's Reforestation Fund.	<p><b>Budget 2018:</b></p> <p>1. Consultant for reforestation fund (20 days @\$250) = \$5,000</p> <p>2. Travel = \$4,500 (allocated for TNC staff and/or partners)</p> <p>3. Meeting (\$15 per pax for 20 people; 1 - 2 meetings will be organized) = \$ 300</p> <p>4. Meeting (\$50 per pax for 20 people; 1 meeting will be organized for discussions on reforestation fund) = \$1,000</p> <p>5. Staff time (3 program Staff @4%) = \$4,556</p> <p><b>Budget 2019:</b></p> <p>1. Consultant for reforestation fund (20 days @\$250) = \$5,000</p> <p>2. Travel = \$2,000 (allocated for TNC staff and/or partners)</p> <p>3. Meeting (\$15 per pax for 40 people; 2 - 3 meetings will be organized) = \$ 600</p> <p>4. Meeting (\$50 per pax for 20 people; 1 meeting will be organized for discussions on reforestation fund) = \$1,000</p> <p>5. Staff time (3 program staff @5%) = \$5,994</p>	\$15,356	\$14,594	\$29,950	Corporate Foundation-funded TNC project \$3,842

	3.2 Develop a concept note as a basis to get inputs and feedbacks from BKF and MoEF to prepare East Kalimantan to formulate proposal(s) to the Green Climate Fund at a later stage.	<b>Budget 2019:</b> 1. Consultant (40 days @ \$400) = \$16,000 2. Travel = \$825 (allocated for TNC staff and/or partners) 3. Meeting (\$15 per pax for 40 people; 2 - 3 meetings will be organized) = \$600 4. Staff time (3 program staff 5%) = \$6,189	\$0	\$23,614	\$23,614	Corporate Foundation-funded TNC project	\$7,284
	Monitoring, Evaluation, and Reporting	<b>Budget 2019:</b> 1. Travel = \$410 (allocated for TNC staff) 2. Meeting (\$15 per pax for 20 people) = \$300 3. Staff time (1 program staff @ 1%) = \$739	\$0	\$1,449	\$1,449		
<b>Subtotal Output 3</b>			<b>\$15,356</b>	<b>\$39,657</b>	<b>\$55,013</b>		<b>\$11,126</b>
4. East Kalimantan Climate Change Council (DDPI) has the capacity and resources to effectively coordinate activities of this proposed project	4.1 DDPI to develop its five years (2019-2023) and 2019 operational and financial plans	<b>Budget 2019:</b> 1. Travel = \$470 (allocated for TNC staff and/or partners) 2. Meeting (\$15 per person for 20 people) = \$300 3. Staff time (1 program staff @2% and 1 program staff @3%)= \$3,002	\$0	\$3,772	\$3,772	Corporate Foundation-funded TNC project	\$3,842
	4.2. DDPI to effectively coordinate the different FGDs and other related project activities	<b>Budget 2018:</b> 1. Grant to DDPI = \$24,800 2. Travel = \$215 (allocated for TNC staff) 3. Meeting (\$15 per person for 15 people) = \$225 4. Staff time (1 program staff @2%) = \$1,264 <b>Budget 2019:</b> 1. Grant to DDPI = \$49,600 2. Travel = \$200 (allocated for TNC staff) 3. Meeting (\$15 per person for 10 people) = \$150 4. Staff time (1 program staff @4%) = \$1,171	\$30,004	\$55,121	\$85,125	Corporate Foundation-funded TNC project	\$39,183

	Monitoring, Evaluation, and Reporting	<b>Budget 2018:</b> 1. Travel = \$195 (allocated for TNC staff) 2. Meeting (\$15 per person for 10 people) = \$150 3. Staff time (1 program staff @0.2%) = \$240 <b>Budget 2019:</b> 1. Travel = \$380 (allocated for TNC staff) 2. Meeting (\$15 per person for 20 people) = \$300 2. Staff time (1 program staff @0.5%) = \$490	\$585	\$1,170	\$1,755	
<b>Subtotal Output 4</b>			<b>\$30,589</b>	<b>\$60,063</b>	<b>\$90,652</b>	<b>\$43,025</b>
<b>Total Direct Cost</b>			\$109,916	\$173,822	\$283,738	\$100,171
<b>Final Evaluation</b>			\$0	\$20,000	\$20,000	
<b>Direct Administration Cost (7%)</b>			\$7,694	\$13,568	\$21,262	\$7,012
<b>Grand Total</b>			<b>\$117,610</b>	<b>\$207,390</b>	<b>\$325,000</b>	<b>\$107,183</b>

The East Kalimantan Provincial Government will provide leverage funding in the amount of IDR 665,000,000 (USD 49,260) to support the implementation of the proposed project, with the following breakdown: USD 14,926 (Output 1), USD 16,852 (Output 2), USD 7,852 (Output 3), and USD 9,630 (Output 4).

## Appendix 1. Alignment between East Kalimantan and national REDD+ strategies

Pillar	National REDD+ Strategies	East Kalimantan Strategies (FCPF)															
		Policy and Regulatory Response		Promoting Sustainable Forest Management		Strengthening Community around forest area to support sustainable forest management		Improving implementation of Sustainable Estate Crops			Enhancing Implementation of <i>Kampung Iklim</i> (village low emission development/VLED)		Project Management and Monitoring				
1	Development of an Institutional System for REDD+																
	• Institutional	SC-1a		SC-2a		SC-3a	SC-3b	SC-4a						SC-5a	SC-5b	SC-5c	
	• Funding Instrument	SC-1a		SC-2a		SC-3a								SC-5a	SC-5b	SC-5c	
	• MRV	SC-1a		SC-2a		SC-3a								SC-5a	SC-5b	SC-5c	
2	Legal and Regulatory Frameworks																
	• Review land rights and accelerate spatial planning	SC-1a						SC-4a			SC-5a	SC-5b	SC-5a	SC-5b	SC-5c		
	• Improve law enforcement and prevent corruption		SC-1b	SC-2a				SC-4a	SC-4c				SC-5a	SC-5b	SC-5c		
	• Enforce 2 years moratorium on issuance of new permits for the exploitation of forests and peatlands	SC-1a	SC-1b			SC-3a		SC-4a	SC-4c				SC-5a	SC-5b	SC-5c		
	• Improve data and permit issuance systems for forests and peatlands	SC-1a						SC-4a	SC-4c				SC-5a	SC-5b	SC-5c		
	• Provide incentives for the private sector	SC-1a			SC-2b		SC-3b		SC-4b								
3	Strategic Programs																
	• Conservation & rehabilitation	SC-1a	SC-1b	SC-2a	SC-2b	SC-3a	SC-3b				SC-5a	SC-5b	SC-5a	SC-5b	SC-5c		
	• Sustainable agriculture, forestry & mining	SC-1a	SC-1b	SC-2a	SC-2b	SC-3a		SC-4a	SC-4b	SC-4c	SC-5a	SC-5b	SC-5a	SC-5b	SC-5c		
	• Sustainable management of landscapes	SC-1a	SC-1b	SC-2a	SC-2b	SC-3a		SC-4a	SC-4b	SC-4c	SC-5a	SC-5b	SC-5a	SC-5b	SC-5c		
4	Changes to Work Paradigms and Culture																
	• Strengthening of forests and land use governance	SC-1a			SC-2b									SC-5a	SC-5b	SC-5c	
	• Empowerment of local economies using sustainability principles	SC-1a			SC-2b	SC-3a		SC-4a		SC-4c				SC-5a	SC-5b	SC-5c	
	• National “Save Indonesia’s Forests” campaign	SC-1a			SC-2b	SC-3a		SC-4a	SC-4b	SC-4c				SC-5a	SC-5b	SC-5c	
5	Stakeholder Participation																

<ul style="list-style-type: none"> <li>Facilitate interaction with and among stakeholders (national, regional and local governments, private sector, non-governmental organizations, indigenous and local peoples, international community)</li> </ul>	SC-1a		SC-2a		SC-3a		SC-4a					SC-5a	SC-5b	SC-5c
<ul style="list-style-type: none"> <li>Develop social and environmental safeguards</li> </ul>	SC-1a		SC-2a		SC-3a		SC-4a					SC-5a	SC-5b	SC-5c
<ul style="list-style-type: none"> <li>Ensure equitable benefit sharing</li> </ul>	SC-1a		SC-2a		SC-3a							SC-5a	SC-5b	SC-5c

Notes:

SC-1a: Strengthening policy reform and revision for enabling the implementation of REDD+; SC-1b: Law Enforcement  
 SC-2a: Enhancing FMU capacity on sustainable forest management; SC-2b: Strengthening forest concessions in implementing SFM  
 SC-3a: Ensuring community rights on forest resource utilization inside forest area; SC-3b: Community Partnership on Conservation Forest  
 SC-4a: Strengthening capacity of government in monitoring implementation of sustainable estate crops  
 SC-4b: Strengthening capacity of private sectors in implementation of sustainable estate crops  
 SC-4c: Strengthening capacity of smallholders in implementation of sustainable estate crops  
 SC-5a: Strengthening Village Low Emission Development Planning ; SC-5b: Strengthening village sustainable livelihood (agriculture, aquaculture)  
 SC-6a: Program coordination and management; SC-6b: Monitoring and evaluation; SC-6c: Program communication