

Implementation of a Community-Based Transboundary Management Plan for the Betung Kerihun National Park, West Kalimantan, Indonesia, Phase II

Project Completion Report

Project Identification

Title: : Implementation of a Community-Based Transboundary Management Plan for the Betung Kerihun National Park, West Kalimantan, Indonesia, Phase II

Serial Number : PD 44/00 Rev. 3 (F)

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Host Government : Republic of Indonesia

Starting Date : November 2001

Actual Duration (months): : 40 months

Actual Project Costs (US\$) : 764,955

PART I: Executive Summary

1. Background Information of Project

1.1 Problems to be addressed

The project is a continuation of the previous ITTO Project 26/93 “Development of Bentuang Karimun Nature Reserve as a National Park, Phase I”, implemented by WWF-Indonesia (WWF ID) and the Directorate General of Forest Protection and Nature Conservation (DG PHKA) from 1995 to 1999. While Phase I emphasized the collection of baseline data and information needed for formulating the management plan of this park, the Phase II project aims to implement the management plan.

The 600,000 ha Betung Kerihun Nature Reserve was first established in 1982. This was then enlarged to 800,000 ha in 1992 and its status changed to National Park in 1995 based on a decree of the Ministry of Forestry (MoF) No.467/Kpts-II/1995. In combination with the neighboring Batang Ai National Park (BANP) and Lanjak Entimau Wildlife Sanctuary (LEWS), as the catchments area of one of the largest and longest rivers in the Borneo Island, the Betung Kerihun National Park (BKNP) becomes of great importance for the region.

Increasingly, the BKNP and many other protected and non-protected forests are becoming the ultimate destination for illegal collecting of timber and non-timber forest products. Big investors – usually with well political connection both in the local, provincial and national governments, – who provide equipment or capital needed for harvesting and transporting logs, often sponsor these activities.

The situation is worsened by the economic crisis in Indonesia (that was started in 1998 and has not been fully recovered until now), particularly in rural areas where alternative sources of incomes are badly needed. Also, with the low level of law enforcement in Indonesia and the ease of moving forest products illegally across the trans-border region between relatively newly establish national park, the parks faces insurmountable problems that need to be sorted out systematically.

The problems are not only lack of financial support, but also include: a) lack of clear and well-defined and marked boundary and management zones; b) insufficient number and skilled human

resources (government's staff) for managing and protecting a relatively large area; c) inadequate policy and skills needed for sustainable utilization of the Park's resources (fish, swiftlet nests, as well as ornamental, medicinal, or economic plants); d) community or stakeholder awareness, concerns, participation, and partnership; e) intensive dialog between Park management and related stakeholders is limited; f) inadequate office, transportation, and communication infrastructures; g) as well as law enforcement and management systems is very low.

Through series of activities, project planned to develop a respected, well-managed, and well functioning of national park where local communities and/or other stakeholders actively participating and receiving fair benefits from the park management. These activities range from stakeholder consultations at village, district, province, national, and international levels to institutional capacity building, human resource development, park boundary consolidation, applied biological research, and community empowerment. In this case, the international level of consultation will be carried out with the Sarawak Parks and governments.

1.2. Objectives and Outputs

The project is designed to achieve three different levels of objectives, as follows:

1.2.1 Development Objective

To develop a community-based integrated conservation and development program over wide areas or eco-regions that transcends jurisdictional boundaries between Sarawak (Malaysia) and West Kalimantan (Indonesia).

1.2.2. Specific Objectives

The project has two main specific objectives, each of which was further broken down into specific outputs; these are:

1.2.2.1 To develop a respected, well managed and well functioning BKNP, West Kalimantan, where local communities and/or other stakeholders actively participating and receiving fair benefits in the conservation and utilization of the park resources and biodiversity.

There are nine specific outputs to be achieved under this specific objective, including:

- Output 1: National boundary and management zones near or around settlement areas in the BKNP clearly defined, agreed, and well marked on the ground, as well as respected by local communities, Park Management, and relevant district government agencies;
- Output 2: Basic facilities and equipment for supporting the proper functions of the Park are established or purchased;

- Output 3: Realistic management systems that have been discussed and agreed by local communities, Park Management, and relevant district government agencies are established;
- Output 4: Relevant and well-qualified staff for managing the various functions of the Park are hired or seconded to the Park and trained;
- Output 5: Well and appropriately designed database and information system for supporting the management of the park is established;
- Output 6: Information needed for sustainable utilization of economic plant and animal species (through their cultivation or farming) is collected and used as alternative sources of income;
- Output 7: Community-based ecotourism and rafting activities are established at certain rivers and location in the area;
- Output 8: Community micro-enterprises as a way of sustainable utilization of plant and animal resources in and around the Park area are established; and
- Output 9: Awareness, concerns, and supports of the general public at village, district, provincial levels in conserving biological diversity and their sustainable utilization are increased.

1.2.2.1 To develop a cooperative working system where stakeholders of two protected areas (BKNP and LEWS) could work together effectively in managing wide areas or eco-regions that transcend boundaries between the two protected areas in Sarawak and West Kalimantan.

Two specific outputs under this objective are as follows:

- Output 10: Lessons learned in managing LEWS and BKNP freely shared and solution to common issues are formulated; and
- Output 11: Results and lessons learned in buffer zone development in LEWS and BKNP are discussed and formulated.

1.3. Project Strategy

The strategies for project implementation were discussed in the tri-partite meeting among Directorate General of Forest Protection and Nature Conservation (DG FPNC) of MoF, ITTO, and WWF-I at Jakarta on 7 March 2000. References were made to the Twenty-Five Year Management Plans of BKNP 2000-2004, which summarized the results of the Project Phase I. In this management plan, nine high priority activities are recommended, these include: 1) the establishment and consolidation of Park boundary; 2) the establishment of management zones; 3)

the strengthening of institutional capacities; 4) ecotourism development; 5) improvement of quality and quantity of Park's staff; 6) improvement of Park protection and security; 7) the enhancement and development of research activities; 8) increase participation of local communities; and 9) increase cooperation and partnership among stakeholders, including those with partners in the BANP and LEWS.

During the tri-partite meeting, all of the listed activities above were basically agreed and adopted for the project Phase II. Some elaborations were made, however, for example to include cross-visits, training, and scholarship, the need for infrastructures development, law and policy on trade of species, and the emphasis on collaboration with partners/stakeholders, including those between BKNP and BANP-LEWS. It was then discussed and agreed that the project Phase II will apply the strategies below are: a) outcome oriented; b) incremental development; c) self sustaining or financing in the short or long term based on local potential, both resources, tradition, or culture; d) strengthening the marketing skills of local communities; e) promoting decentralization where local government and local other local stakeholder actively involved in project implementation.

1. 4. Project Plan and Implementation

The Memorandum of Understanding (MoU) between the MoF c.q. the DG FPNC, WWF-ID and ITTO was signed in September 2001, and the project was started effectively in November 2001. The project was planned for duration of 36 months, but the real implementation was extended to 40 months without cost extension, in order to accomplish local level workshops on park boundaries. The project operated with a total budget of US\$ 914,346. ITTO provided US\$ 764,955 while the balance was of US\$ was financed by Government of Indonesia (GoI) through in-kind contribution.

The Project Steering Committee (PSC) was formalized on 30 April 2002 through the MoF Decree Number 2732/Kpts-IV/2002. The chairman of the PSC is DG FPNC. The members are meant to represent each key party from community to national level, including ITTO. The PSC is scheduled to meet every six months to review the implementation progress, to identify constraints and discuss the options for problem solutions. The PSC meeting frequency was fulfilled perfectly along the project implementation period, during which issues related to project activities discussed and significant decisions made. The meetings were arranged in either Jakarta or at the project location in Putussibau, according to main topics to be discussed and time availability of members.

As the project is expected to strengthen the collaboration on trans-boundary conservation between BKNP, BANP and LEWS, collaborations with Malaysian side were planned. The Task Force agreed on a joint program to identify ways in which the local communities could effectively contribute to the co-management of the Trans-Border Conservation Area (TBCA). It was also

agreed to conduct cross-visit among stakeholders from both sites to gain better understanding about the real problems and challenges in managing the park which is located in the boundaries.

2. Project Achievements

2.1. Outputs and Specific Objectives Achieved

The project is basically accomplished the planned achievements based on the approved work plans have been achieved. The achievement of the two Specific Objectives could be summarized as follows:

The representative of communities that living around the park were agreed on park boundaries that already reconstructed on 2003 through series of workshops in 4 watersheds that entered to the park from September 2003 to February 2004 and have been concluded with workshop at district level on March 2005. In supporting Park management, project has been established the Park headquarter office in Putussibau (capital of Kapuas Hulu District) and completed on December 2003. This headquarter has handed over to MoF in 18 January 2004. MoF also strongly committed to develop the Park management by figuring the number of BKNP staff from 73 persons in year 2001 into 100 staffs in year 2005 where the project was completed. While at community level, they have started to take leadership in managing natural resources for their economic income. Because administratively the Park is located in Kapuas Hulu District, Project also strongly engaged various relevant district government agencies to get involved in project implementation such as ecotourism development, improvement of local community livelihood as well as increasing public awareness on importance of the Park.

In implementing Trans- boundary Conservation Area (TBCA) with Sarawak site at field level, Project has organized the visitation of 10 Sarawak delegations to the BKNP on May 2003 that aimed to share and learning about Park management, including community involvement in developing buffer zone and managing the Park. Project also has organized 12 participants of Park Authority, Dayak Customary Council (Dewan Adat Dayak), Regional Planning Board of Kapuas Hulu District, and local leader from buffer zone of the Park are visited to BANP in Sarawak, Malaysia on 17-23 August 2003 to learn how managing the Park to be more effectively by involving local community and strengthening their livelihood based on the natural resources around the Park. These two cross visit result some recommendations to be follow-up in the future; there are joint patrol, remote sensing study of both area, joint program on public awareness and environmental education, staff exchange in training and related activities in managing the Park, and sharing of relevant information among two sides.

Other activity outputs also completed to the following:

- a. Establishment of 6 community groups as well as 12 local leaders as project partner in six watershed areas, namely Kapuas, Mendalam, Sibau, Apalin, Embaloh, and Labian. Their role has becoming very effective partner for the project and Park authority in program

implementation such as organic farming, ecotourism development, community patrol, community learning and education centre, and public awareness activities;

- b. Project has facilitated some relevant training and workshop to increase the capacity of Park staff, district government agencies as well as local community, consists of: a) organic farming; b) park security, especially in combating illegal logging and other illegal and destructive activities to the Park; c) park management; d) ecotourism development; and e) rafting operation;
- c. Development of watersheds entering the Park (Kapuas, Mendalam, Sibau, and Embaloh) has becoming ecotourism destination for Kapuas Hulu District;
- d. Establishment of database of Park management by increasing the capacity of Park's staff and design, development and installation of information system. Project was regularly updated the relevant and significant data needed in Park management.
- e. Improvement of public awareness on Park importance through series of campaign and publication (printed and audio visual documentary) from local level into international level.

2.2. Contribution to the Achievement of the Development Objective

MoF of Government of Indonesia (GoI) has established 5 priorities in forestry sector for the next 5 years (2004-2009), and project was contributed in 4 of them through implementation of this project. These include rehabilitation and conservation, conduct field investigation in combating illegal logging, community empowerment at buffer zone of the Park, and consolidation of forest area(s). In collaboration with Park authority, local stakeholder, and local community as well, project have facilitated some activities to improve the awareness and building the ownership as well among key stakeholders (government, community, local NGO, media) about importance of the Park.

At the September 2003 World Park Congress (Durban South Africa) and further reconfirmed at the Conference of the Parties 7 Convention on Biodiversity (COP 7 CBD) in Kuala Lumpur, Malaysia on February 2004, a resolution issued which stipulated that all CBD convention members, including Indonesia, shall evaluate the management effectiveness of conservation area management, particularly national parks, in their respective areas, through a standardized methodology which had been developed and accepted internationally, e.g. the Rapid Assessment Prioritization of Protected Areas Management (RAPPAM) and Tracking Tools of World Bank-WWF Alliance. Based on the resolution above, Project in collaboration with DG FPNC of MoF and several conservation organizations such as The Nature Conservancy (TNC), Conservation International (CI), Wildlife Conservation Society (WCS), The Natural Resources Management (NRM) USAID,

Wetlands International Indonesia Program (WI/IP), Birdlife Indonesia Program, and Fauna Flora International Indonesia Program. This collaboration has successfully carried out several activities, including RAPPAM Workshop (Bogor, 11-14 May 2004), participated by all 41 National Parks in Indonesia.

With 800,000 hectares and very limited resources (staff, facilities, and relevant program) in managing the Park, project was communicated and engaged to related stakeholder that potentially can support and synergize with project activities. BKNP now is being developed as model in managing national park by MoF, especially for development of trans-boundary conservation areas with BANP and LEWS in Sarawak site. This effort is designated by decree of DG FPNC of MoF Number 69/IV-Set/HO/2006.

Regarding to the park boundaries to be more consolidated, project in cooperation with Planning Board of MoF and Park authority has organized 4 community workshops at 4 watersheds (Sibau, Mendalam, Kapuas, and Embaloh) and brought-out in workshop at district level to reach agreement among the parties, mainly between Park authority with local people that living in and around the Park, on park boundaries.

Administratively BKNP situated at Kapuas Hulu District that has been declared as Conservation District on October 2003. This political commitment was in line with the spirit of management effectiveness of BKNP. In this regard, project have been actively involved in encouraging this Park to be nominated and selected as vocal area for some activities that ongoing in Kapuas Hulu District. These include *Heart of Borneo Initiatives* between Government of Indonesia, Brunei Darussalam, and Malaysia to be 3 Countries, One Conservation and Sustainable Development Vision, *nature and poverty program* that financed by IUCN Netherlands Office in the corridor between BKNP and Danau Sentarum National Park (DSNP); *Kalimantan Forest Partnership* between WWF-International, CIFOR, WWF-ID, and Tropenbos International Indonesia Program; Forest Law Enforcement, Governance, and Trade-(FLEGT) Support Project sponsored by European Union Commission; and *Payment for Water Services* funded by DGIS Netherland.

As the project is expected to strengthen the collaboration on trans-boundary conservation between BKNP and LEWS (adding BANP as well), collaborations with Malaysian side were planned. The intention was to envisage parallel actions with the BKNP-LEWS Task Force, to follow-up the 1st BKNP-LEWS Task Force Meeting held in Jakarta on 7 August, 2001. The Task Force agreed on a joint program to identify ways in which the local communities could effectively contribute to the co-management of the Trans-Border Conservation Area (TBCA). It was also agreed to conduct cross-visit among stakeholders from both sites to gain better understanding about the real problems and challenges in managing the park which is located in the boundaries.

3. Target Beneficiaries Involvement

DG FPNC, Chief of International Cooperation and Investment Bureau of MoF, Head of Kapuas Hulu District, Head of Regional Planning Board of District, Head of Customary Council of District, Head of Regional Planning Board of West Kalimantan Province, Head of BKNP Management Unit (PMU), Executive Director of WWF-ID, and ITTO representative have been actively involved in series of discussion and consultation during project preparation before its implemented. They are regularly discussed in making important decisions about project implementation through Project Steering Committee (PSC) meetings held twice a year. The PSC was formalized on 30 April 2002 through the MoF Decree Number 2732/Kpts-IV/2002. The chairman of the PSC is DG FPNC. The PSC is scheduled to meet every six months to review the implementation progress, to identify constraints and discuss the problem solutions. The PSC meeting frequency was fulfilled perfectly along the project implementation period, during which issues related to project activities discussed and significant decisions made. The meetings were arranged in either Jakarta or at the project location in Putussibau, according to main topics discussed and time availability of members. This gave these stakeholders enhanced ownership of the project implementation.

In term of capacity building to the Park staff, Park authority was involved in decide and conduct assessment what kind of relevant training and workshop needed by the Park. This also has been done jointly with local people to improve their capacity on several training such as organic farming, non-timber forest product, etc.

Tourism Board of District has expressed their willingness to collaborate by developing BKNP as main destination of tourism object in Kapuas Hulu District. Head of Tourism Board has shown the strong leadership through establishment of Tourism Working Group of District that consist of Tourism Board, Park Management, WWF-I, and some local operator of ecotourism at the field level. This working group has been actively involved in preparation and implementation of ecotourism development in Kapuas Hulu, including BKNP.

Local people, through 6 community groups at 6 watersheds (Sibau, Mendalam, Kapuas, Apalin, Embaloh, and Labian) as well as some community leaders, was getting involved in every activities at field level, from preparation, planning, implementation, and monitoring and evaluation as well. Some initiatives by local people are now being continued by Park authority and other government agencies at district level in their program implementation.

At Sarawak sites, our neighbor authority in Sarawak Forestry Department and ITTO Project Coordinator were also actively communicated and involved in various activities, include cross-visit program at the field level and conduct of workshops and bilateral meetings among two respected countries discussing on trans-boundary conservation.

Journalist and correspondence of several media (printed, radio, and TV channel) at district, provincial, national as well as international level were involved in campaign and publish on BKNP.

It could be verified in news they released about some topics related to the Park during project implementation.

The local NGOs and tour operator which has experiences on relevant program and issues on communication, community empowerment and ecotourism development, such as organic farming, community livelihood, popular communication, ecotourism management and rafting operation, has been involved from preparation into implementation.

4. Lessons Learned

4.1. Development Lessons

- a. The BKNP Management Unit was formally launched by the MoF in 1997, became operational in March 1998 with 10 full time office personnel. Since then, there has been a gradual increase in the number of technical staff or Park rangers. Currently, there are 57 full-timers and 20 temporary/contracted (local) personnel at the PMU. 24 personnel of them are 24 Park rangers, whose four six-person teams are responsible for supervising each of the four field posts in the 800,000 hectares of the BKNP area. Currently funding from MoF is sufficient only to allow the Park staff a bi-monthly field visit for 1-2 weeks for each of these ranger teams.
- b. The evaluation to the Park management performance by using RAPPAM and Tracking Tools that has been conducted on April 2004 showed that there remained a limited management capacity of BKNP, resulting from for instance: a) minimum supporting infrastructure (e.g. communication facilities, program support equipment, divisional offices for conservation areas); b) minimum budget for field operations (e.g. limited or insufficient for routine patrols, for community empowerment programs); c) high intensity of threats against the conservation areas (e.g. illegal logging, illegal trading/trafficking of endangered species such as orangutan); d) lack of a definitive zone (core, wilderness, traditional utilization, and buffer zone) of the area.
- c. The management effectiveness of the Park is long-term process and needs fully consolidation and intensive communication among Park authority with other relevant stakeholder at district level, local people that living in and around the Park as well as some initiatives financed by international organizations that ongoing at Kapuas Hulu District and included encompasses the Park management. The function and status of BKNP now is being strengthened by MoF as model in managing national park. This policy will be following by adjustment of organization structure, budget allocation, and number of staff to be recruited to fulfill the position needed.
- d. In implementing the Conservation District of Kapuas Hulu, based on the District Head Decree (Head of Kapuas Hulu District Decree No 144/2003), the Conservation District is translated into a *"district's region is recognized as a conservation are in general, where*

development activities relies on the fair and wise utilization of natural biodiversity and natural resources based on careful considerations of its preservation“. Utilization of natural resources and forest is carried out through careful consideration on the ecosystem equilibrium. The initial concept of the Conservation District for Kapuas Hulu indicated a positive political-will of the government in combining the economic development process to increase local revenues with improving the local peoples' livelihood through efforts to protect the forests and other natural resource assets of the district.

- e. BKNP together with Danau Sentarum NP has established as main destination of ecotourism by Tourism Board of Kapuas Hulu District. It needs to be breakdown into more practical at field level, such as set up interesting package to the visitor, building the capacity of local community as tour operator and tourist guide with standard used in tourism work, provides adequate information to the general buyers through website, brochures, guidebook, and strengthening the network and potential market as well.
- f. Two significant threats towards the integrity of BKNP identified during the last four years were illegal logging and wildlife poaching. Recent study conducted by Project jointly with TRAFFIC South East Asia (2005) indicates that within 22 days of their survey, the illegal wildlife trade that was happening in Kapuas Hulu District includes: five species of mammals (all species is listed in Cites Appendix I or II, including 16 individuals of Bornean Orangutan); eleven species of birds (six of them are listed in Cites Appendix II); in term of value, the illegal wildlife trade was estimated to reach at least Euro 2,072. While little is known about population size of Orangutan in BKNP, the trade in Orangutan needs to be addressed to ensure that appropriate measures can be taken to keep them from being extinct from the Park, particularly those that involve the local people.
- g. Regarding to illegal logging, based on the field investigation, project estimated during the peak time (2002-2004) of illegal logging activities in Putussibau (and it is mostly from the BKNP), approximately 600,000 m³ of log were being traded with Sarawak trough Badau-Lubok Antu border gate. Currently, with strong efforts conducted by central and district governments the number has significantly reduced. Further efforts are needed to completely stop the illegal logging trade, and community involvement in protecting the park and surrounding protected forest is very important.
- h. Situated in the Heart of Borneo area, BKNP shares common borders with two protected areas in Sarawak, Malaysian side (LEWS) and Batang Ai NP). There is a growing recognition that effective biodiversity conservation is closely related to the ecosystem management approach that integrated the protected area management into a wider land and water use plan. Ecosystems and species do not recognize political borders, which are usually defined for historical and geo-political reasons without reference to ecological

functions or processes. Clearly, strategies to conserve biodiversity must emphasize trans-boundary cooperation between the countries in relation to shared ecosystems and other conservation concerns.

- i. Collaboration work on Trans-boundary Conservation Areas (TBCA) among three conservation areas has been carried out properly, which include:
 - Preparation documents on three conservation areas (*Batang Ai National Park Batang/BANP, Lanjak Entimau Wildlife Sanctuary/LEWS, dan Betung Kerihun National Park/BKNP*) to be submitted to *UNESCO*, proposing the areas as a *World Heritage Nature Site for Transboundary Conservation Area (TBCA)* category.
 - Cross visits among the stakeholders, e.g. local communities and Park's staff in the two countries (Indonesia and Malaysia);
 - Establishment of a task force that involved members from the two countries, which met regularly every year to encourage further cooperation and effective management of the Parks in the two countries.

4.2. Operational Lessons

- a. During the project implementation, mechanism to enable proper decision responding to the dynamics of social and political situations in the field is deemed necessary. This is important particularly because compare to the conditions when the proposal for phase two was developed, the social and political conditions during the project implementation have been changed significantly.
- b. Communication strategy is highly crucial and requires specific skill and knowledge facing number of illiterate people, limitation of adequate understanding among the parties on sustainable natural resources management and the importance of national park. For education and awareness on the park, project also has produced several series of audio visual documentary as communication materials based on socio and education level of local community around the park. By using this documentary, project put key messages about the value and importance of the park, sustainable management of natural resources, how to solve the local problems and conflicts by customary law, and how to create the potentials of ecotourism and any other activities as sources alternative of income.
- c. All relevant stakeholders as well as local people needs more concrete action and example of project design and target that will be achieved on project implementation. This situation made project always used comparative study, cross-visit, on-job training as methods and approaches to share learning and improve the capacity and understanding

among stakeholders in achieving the project target and output. This is also very effective to convince them that project could be useful in addressing their problem related to Park management, district development, and improvement of community livelihood.

- d. Engagement with local stakeholder, especially to those still with very limited understanding on flow and process of project implementation to achieve the target as planned, needs more time and persistence of project management in facilitating the process.
- e. In terms of trans-boundary cooperation, many schemes and initiatives that were created from the field level e.g. cross-visit, joint expedition as we did together at the first phase through ITTO Borneo Biodiversity Expedition/IBBE in 1997, information sharing, capacity building among field staffs, are very powerful to encourage the both authorities (Indonesia and Malaysia) to sit down together in formulating the common agenda on its joint cooperation.
- f. As part of efforts in convincing the both governments on importance of trans-boundary cooperation, projects seem to be common problems faced by two governments such as illegal logging, illegal wildlife trade and haze problem as well, should be taken with more positive perspective. This is a very crucial stage, because we have to formulate all issues carefully without disturbing the dialogue atmosphere.
- g. Logical framework that is required by ITTO for project management before project implementation is very helpful in guiding its project, especially in making the big picture that combined ITTO objectives in relation to the objectives of both governments in trans-boundary cooperation with deep consideration of the differences in challenges and constraints faced by both authorities.

5. Recommendations

5.1. Recommendation Based on Development Lessons

- a. A collaborative management approach as outlined by the Ministry of Forestry Decree Number 19 Year 2004 should be used in managing the BKNP to be more effectively. The basic principles that underline a Collaborative Management approach are: recognizing different values, interests and concerns involved in managing BKNP; institutionalizing transparency and equity in managing the Park; allowing the civil society to assume more important roles and responsibilities. Without them, a CM would most likely be rendered non-applicable by the implementing agencies or their stakeholders.
- b. The Park Management partnership with their stakeholders should include the following: a) harnessing the complementarities of the capacities and comparative advantages of different institutional actors; b) linking entitlements and responsibilities in the managing the Park context; c) appreciating that the process is as important as the

short-term products; and d) learning by doing through on-going revisions and improvements in Park management (adaptive management).

- c. Three main phases in a Collaborative Management process should require: a) preparing for the partnership (organizing); b) negotiating co-management plans and agreements; and c) implementing and revising the plans and agreements as learning by doing process.
- d. Declaration of Kapuas Hulu as Conservation District should be following by formulating operational criteria and indicator of Conservation District and its integration in the current governance system of the Kapuas Hulu District, agreed by key stakeholders and implemented properly, especially in supporting management effectiveness of BKNP. In addition, larger communication, coordination and synergy mechanism to include other relevant program within the district and the provincial government need to be developed. The series of workshop conducted with the community groups also recommended in the future to convince it would be included in the whole framework for BKNP management. This management framework adopted the principles of collaborative management and should be integrated into the implementation of Kapuas Hulu as Conservation District.
- e. As main tourism destination in Kapuas Hulu District, Park authority should be consistently in developing all related activities such as capacity building to the Park staff as well as local community, providing adequate tourism material, promoting regularly, and strengthening the network properly. It can be done jointly with various stakeholder e.g. Tourism Board, Travel Agent Association, and local community as well.
- f. In recent years, the conservation community has focused considerable attention on the special conservation and security benefits of Trans-boundary Conservation Area (TBCA) among three conservation areas (BKNP, BANP, and LEWS). Through the joint efforts of conservation experts and practitioners, tools should be developed for improving the effectiveness of TBCA management, including good practice guidelines. The conservation community has also increased understanding of the role TBCA have in promoting regional cooperation while safeguarding ecosystems split by state boundaries.

5.2. Recommendation Based on Operational Lessons

- a. Collaborative management of the park as outlined by the MoF decree Number 19 Year 2004 should be further developed and implemented with more local context of managing the Park. Stakeholders' participation in particularly local communities through joint patrol and improved law enforcement could significantly reduce the threats to the park such as illegal logging and illegal wildlife trade. In addition, efforts to develop alternative livelihood needs to be increased by the government and other related parties. Livelihood options to compensate illegal logging and other destructive activities should be available for local people.

- b. Some good local initiatives in managing natural resources surrounding the park such as safeguarding the park, develop alternative of livelihood for local people with more sustainable way (fish breeding, vegetable garden, local handicraft, local species plantation) need to be acknowledged and assisted by Park authority and other key stakeholders in such a way, so that the local initiatives can be integrated into Park management and development planning at district level and supported by the government during its implementation toward the improvement of local community livelihood with more sustainable in the future.
- c. Betung Kerihun is home for about 1,050 orangutans in Embaloh and Sibau Watershed of the Park. Hence, orangutan conservation management activities such as habitat improvement, population monitoring, and prevention of illegal trading of the species need to be prioritized in the future. In the other hand, the presence of orangutan in the park has increased alternative of ecotourism destination in the Park.
- d. In terms of increasing the transboundary conservation cooperation with the neighboring Sarawak, Heart of Borneo (HoB) Initiative could be used optimally as effective vehicle to bridge the political barrier related to the illegal logging practices. In practical level, joint activities such as developing joint promotion and packages of ecotourism, community livelihood improvement through conduct joint training, workshop, and other capacity building purposes, joint patrol, and joint survey and monitoring regularly to control and reduce illegal logging and other illegal activities (e.g. wildlife trade) could be followed up by Joint Task Force among two countries.
- e. Engagement with government bodies that in charge in some bilateral and multilateral forum such as Malaysia Indonesia Socio Economic Forum, Brunei Indonesia Malaysia Philippines East ASEAN Growth Area (BIMP EAGA) also important to ensure relevant and linkages agendas with this trans-boundary issues can be discussed and resulted by the forum.
- f. Capacity building and intensive technical assistance not only for Park staff, but also for local people that living in surrounding and around the Park, related district government officer, need to be improved to ensure the capacity and skill of all parties are always adequate and improved in creation of joint program among stakeholders running properly.

PART II. MAIN TEXT

1. Project Content

This proposal is Phase II of the ITTO Project 26/93 “Development of Bentuang Karimun Nature Reserve as a National Park, Phase I”, implemented by WWF Indonesia and the Directorate General of Nature Protection and Conservation from 1995 to 1999. While Phase I emphasized the collection of baseline data and information needed for formulating the management plan of this Park, this Phase II proposal aims to implement this plan.

As a continuation of the cooperation program initiated in 1973 between the Government of Indonesia and the Government of Malaysia, the governments of Japan and Switzerland provided a grant through the International Tropical Timber Organization (ITTO) for establishing the trans-frontier Bentuang Karimun and Lanjak Entimau reserves. With both the Bentuang Karimun and Lanjak Entimau reserves have been recognized as areas of high conservation value, ITTO considered it very important in supporting the protection of these reserves. The ITTO assistance for the Lanjak Entimau Wildlife Sanctuary (LEWS) in Sarawak commenced in 1992, while the support for Bentuang Karimun Nature Reserve in West Kalimantan came in August 1994. This was then followed by the signing of the Agreement between the Ministry of Forestry of the Republic of Indonesia and ITTO for the implementation of a project entitled “Development of Bentuang Karimun Nature Reserve as a National Park, Phase I”.

The 600,000 ha Bentuang Karimun Nature Reserve was first established in 1982. This was then enlarged to 800,000 ha in 1992 and its status changed to National Park in 1995 based on a decree of the Ministry of Forestry (No.467/Kpts-II/1995). Following complains from the local community that the name of the two highest mountains in the area was wrongly spelled; the name of the park was changed from Bentuang Kerimun to Betung-Kerihun National Park in 1998.

Being one of the largest conservation areas in the Indonesian Borneo (after Kayan Mentarang National Park) that has rich biological resources and diversity, getting this Park well protected and well managed becomes very important. In combination with the neighboring Lanjak Entimau Wildlife Sanctuary, being the catchment area of one of the largest and longest rivers in the Bornean Island, the Betung Kerihun National Park becomes of great importance for the region.

This project is Phase II of the ITTO sponsored Project 26/93 “Development of Bentuang Karimun Nature Reserve as a National Park, Phase I”. The first major objective of this Phase II project is to establish the foundation for community-based conservation and development program that will maintain the long-term integrity of Betung Kerihun National Park (BKNP). The second major purpose is to develop an effective system for managing a trans-boundary national park with the Lanjak Entimau Wildlife Sanctuary (LEWS) and also Batang Ai National Park, Sarawak, Malaysia. Through series of activities, it is planned to develop a respected, well-managed, and well

functioning national park where local communities and/or other stakeholders actively participating and receiving fair benefits from the park establishment. These activities range from stakeholder consultations at village, district, province, national, and international levels to institutional capacity building, human resource development, park boundary consolidation, applied biological research, and community development. In this case, the international level of consultation will be carried out with the Sarawak Parks and governments.

1.1. Development Objectives and Outputs

The Development Objective is to develop a community-based integrated conservation and development program over wide areas or eco-regions that transcend jurisdictional boundaries between Sarawak (Malaysia) and West Kalimantan (Indonesia).

Specific Objectives

The project has two main specific objectives, each of which was further broken down into specific outputs; these are:

Specific Objective 1 is to develop a respected, well managed and well functioning Betung Kerihun National Park (BKNP), West Kalimantan, where local communities and/or other stakeholders actively participating and receiving fair benefits in the conservation and utilization of the park resources and biodiversity.

There are nine specific outputs to be achieved under this specific objective, including:

- Output 1:* National boundary and management zones near or around settlement areas in the BKNP clearly defined, agreed, and well marked on the ground, as well as respected by local communities, Park Management, and relevant district government agencies;
- Output 2:* Basic facilities and equipment for supporting the proper functions of the Park are established or purchased;
- Output 3:* Realistic management systems that have been discussed and agreed by local communities, Park Management, and relevant district government agencies are established;
- Output 4:* Relevant and well-qualified staff for managing the various functions of the Park are hired or seconded to the Park and trained;
- Output 5:* Well and appropriately designed database and information system for supporting the management of the park is established;

- Output 6:* Information needed for sustainable utilization of economic plant and animal species (through their cultivation or farming) is collected and used as alternative sources of income;
- Output 7:* Community-based ecotourism and rafting activities are established at certain rivers and location in the area;
- Output 8:* Community micro-enterprises as a way of sustainable utilization of plant and animal resources in and around the Park area are established; and
- Output 9:* Awareness, concerns, and supports of the general public at village, district, provincial levels in conserving biological diversity and their sustainable utilization are increased.

Specific Objective 2 is to develop a cooperative working system where stakeholders of two protected areas -- BKNP and LEWS plus BANP -- could work together effectively in managing wide areas or eco-regions that transcend boundaries between the two protected areas in Sarawak and West Kalimantan.

Two specific outputs under this objective are as follows:

- Output 10:* Lessons learned in managing BKNP, BANP, and LEWS freely shared and solution to common issues are formulated; and
- Output 11:* Results and lessons learned in buffer zone development in BKNP, BANP, and LEWS are discussed and formulated.

1.2. Project Strategy

The strategies for project implementation were discussed in the tri-partite meeting among DG FPNC of MoF, ITTO, and WWF-I at Jakarta on 7 March 2000. References were made to the Twenty-Five Year Management Plans of BKNP 2000-2004 which summarized the results of the Project Phase I. In this management plan, nine high priority activities are recommended, these include: 1) the establishment and consolidation of Park boundary; 2) the establishment of management zones; 3) the strengthening of institutional capacities; 4) ecotourism development; 5) improvement of quality and quantity of Park's staff; 6) improvement of Park protection and security; 7) the enhancement and development of research activities; 8) increase participation of local communities; and 9) increase cooperation and partnership among stakeholders, including those with partners in the BANP and LEWS.

During the tri-partite meeting, all of the listed activities above were basically agreed and adopted for the project Phase II. Some elaborations were made, however, for example to include cross-visits, training, and scholarship, the need for infrastructures development, law and policy on trade of species, and the emphasis on collaboration with partners/stakeholders, including those

between BKNP, BANP, and LEWS. It was then discussed and agreed that the project Phase II will apply the strategies below are: a) outcome oriented; b) incremental development; c) self sustaining or financing in the short or long term based on local potential, both resources, tradition, or culture; d) strengthening the marketing skills of local communities; e) promoting decentralization where local government and local other local stakeholder actively involved in project implementation.

In implementation of all aspects as mentioned above, and can be seen in annex on organizational chart, the management structure of the project consists of three main units. The unit on the upper right hand corners basically the same as the past Project Steering Committee (PSC) that consists of MoF, DG FPNC, ITTO, WWF-ID, BKNP Management Unit (PMU), and relevant local government agencies. Their roles are to supervise, monitor, and provide general direction or guidance as to where the project should be directed. Part of members of this committee, the Implementing Agencies (WWF-ID and PMU), are responsible for the day-to-day implementation of the project, both in the planning as well as the field activities.

The unit on the upper left-hand corner, the Malaysian equivalent form of PSC, is basically the same as the Indonesian PSC but perhaps with slightly different composition. Here, the BANP/LEWS Management Unit is the Implementing Management Unit that will work very closely with the WWF-I and PMU of the Indonesian side. Their activities will be much more intense than the PSC.

The third unit is the field unit that will be established in each village targeted. Here, the project will hire a university graduate from local people or NGOs to work together with a Park staff that is assigned to the particular villages. With supervision and guidance from the more senior staff in the Project Implementing Agency (WWF-ID and PMU), each staff or Community Organizers (COs) in each village will work very closely with the villagers to assess problems and potentials that should be considered in developing any intervention needed for the success of the implementation of Integrated Conservation and Development Program (ICDP) in the area. Under these conditions, the role of WWF-ID in this project is to facilitate all these processes, include identifying and implementing training needs and sharing knowledge and skills to the communities and Park staff. By strengthening the capacity of these local communities, project hope they are more confidence in holding their rights and responsibilities. With the awareness, understanding, and skill in biodiversity conservation and sustainable resource utilization, by providing them through this project are certain that they will maintain and protect their resources. As such, the sustainability of the project will be guaranteed.

1.3. Work Plan

The Memorandum of Understanding (MoU) between the Ministry of Forestry c.q. the DG FPNC, WWF-I and ITTO was signed at Jakarta in September 2001, and the project was started effectively in November 2001. By signing this agreement, the Project Implementing Agency (Park Management Unit/PMU and WWF-I) has formally responsible in management and implementation of all aspects needed in project document such as hiring staff needed, managing financial and administration with standard as requested by ITTO, provide equipment and facility in supporting project implementation, and engagement with all relevant stakeholder, including with our neighboring countries in Sarawak sites. In early project implementation, PMU then gave mandate to WWF-I in managing all financial and administration of this project because PMU should more focused and concentrated on Park management, mainly in managing all program and financial resources from Government of Indonesia.

All the expected output were completed within the project duration and allocated budget.

1.4. Inputs

The project implemented for duration of 36 months, but the real implementation was extended to 40 months without cost extension, in order to accomplish local level workshops on park boundaries. The project operated with a total budget of US\$ 914,346. ITTO provided US\$ 764,955 while the balance was of US\$ 149,391 was financed by Government of Indonesia (Gol) through in-kind contribution.

MoF as representative of Gol has allocated the contribution by providing staff whose in charge based on their qualification, assisting the project in engagement with stakeholder at national level as well as provincial and district level. Especially on database establishment in supporting park management more effectively, project was supported one Park staff which in charge in this work.

The financial and management inputs were sufficient and used effectively to achieve the project's objective and output.

1.5. Project Rationale

With regard to legislations in the forestry sector, there are exists several Indonesian laws related to conservation and development that meet the mandate and objectives of ITTO. The Forestry Law of 1999, for example, stipulates that: a) the balance between the forest's conservation, protection and production roles should be optimized in order to sustain its environmental, cultural and economic uses; b) the ability of communities to develop capacity and resourcefulness in creating social and economic security as well as guaranteeing the equitable and sustainable distribution of benefits should be increased; c) all forestlands may be exploited except nature reserves as well as the 'core' and 'wilderness' zones of National Parks; and d) the community has important part to play in forest development and the government, which assisted interested parties, must promote this responsibility.

At international level, Government of Indonesia (GoI) has committed to Agenda 21 adopted at the 1992 UN Conference on Environment and Development, where in its 1995 National Report it described the establishment of protected forest areas, national parks, timber estates, and a national strategy for tropical rainforest management. It also includes traditional and modern practices of sustainable use of biological diversity and an action plan for biological diversity management. GoI also involved in Convention on Biological Diversity (CBD), which was ratified in 1994. By ratifying it, Indonesia accepted that there is a global community interest in biodiversity contained within its borders; and Party to CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora), the World Heritage Convention, and the ASEAN Heritage Convention.

But at field level, although the BKNP Management Unit has been established during the Phase II of this project, the institutional capacity is still considered insufficient to address issues relating to the management of such a large area, integration of Park with district government and trans-boundary developments, as well as to cope with threats and specific conservation efforts required for the orangutan population within the Park and protected areas. This is partly due to the fact that the technical management unit was only established in year 2002. Furthermore, the inadequate number of skilled personnel presented a barrier against a successful implementation of the management plan.

1.6. Relevance to ITTO

Based on the project proposal and the current scope of work and context of ITTO activities, the project is quite relevant and significant to ITTO in the following aspects:

1.6.1. Compliance to ITTO Objectives

This project complies with the following ITTO objectives:

Objective c. *To contribute to the process of sustainable development.*

The objective is related to the following project outputs:

Depend on effective management;

Sustainable utilization; and

Accuracy of information

Objective f. *To promote and support research and development with a view to improving forest management and efficiency of wood utilization as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests.*

The objective is related the following project outputs:

Accurate data and information;

Develop a data base;

Better understanding on Basic Ecological and Biological principles;

Proper research and monitoring program;

Community involvement; and

Utilization non-timber forest products.

Objective I. To encourage members to develop national policies aimed at sustainable utilization and conservation of timber producing forests and their genetic resources and at maintaining the ecological balance in the regions concerned, in the context of tropical timber trade.

The objective is related to the following project outputs:

Seed resources and gene bank conservation;

Protection of protected and endangered species (i.e. orangutan, gibbons, hornbills);

Natural resources management and conservation; and

Wider conservation domain in the region.

Source: Article 1 of the 1994 International Tropical Timber Agreement (ITTA)

This project has a strong the following relationship the management of the tropical *timber* resource base, because it:

- a. Contributes to the goal of making conservation of forest ecosystem diversity and sustainable utilization of forest resources mutually supportive;
- b. Aims to secure areas of high and unique terrestrial biodiversity, preserving the genetic resource base for present and future research on timber tree species;
- c. Contributes to knowledge about the forest structure, species composition, genetic diversity and regeneration processes of the forest resource base, which will also benefit timber management planning and technology; and

- d. Promoting a community-based sustainable forest management system for designated forest areas in and outside the conservation area, yielding experiences that can be used in other cases.

Relationship with ITTO Action Plan

In the context of achieving ITTO's Year 2000 Objective, this project relates to the following key areas for action:

- Security of forest resources and prevention of unplanned deforestation.
- Improvement of the social and political environment concerning forest management.

More in particular, the project contributes to the subsequent Priority Actions, defined by ITTO to accelerate the achievement of the Year 2000 Objective:

- Secure the permanent forest estate.

Furthermore, the project conforms to Goal 1 of the Action Plan in the area of Reforestation and Forest Management, shown below:

Goal 1 Support Activities to secure the tropical timber resource base.

More specifically, this project complies with the Actions defined to achieve the mentioned goal:

Action 1 Support networking of, and exchange of information on, protected areas, in collaboration and co-operation with appropriate international organizations.

Action 7 Encourage and assist Members, as appropriate, to:

Develop, adopt, and apply forest policy and legislation to secure the forest resource base;

Identify and prevent irregular forestry activities;

Establish and secure forests likely to remain under forest cover in the long-term, including the classification of a sufficient proportion of totally protected areas for conservation purposes (including tree species conservation, biodiversity conservation and watershed protection);

Establish and manage forests for multiple-use in close co-operation with local forest owners and communities living in forest areas;

Review the relationship between forestry, agriculture, and other land-uses in the context of developing land-use plans; and

Formulate and establish national guidelines for forest utilization that both secure the resource base and ensure local stakeholders' rights.

2. Project Context

With regard to legislations in the forestry sector, there are exists several Indonesian laws related to conservation and development that meet the mandate and objectives of ITTO. The Biodiversity and Ecosystem Conservation Law (UU 5/1990), for example, provides:

- A legal basis for the enactment of National Parks and other protected areas as well as the possibility of sustainable use of living resources.
- A concept of zoning within these conservation areas (core zone, use zone for recreation and tourism, wilderness zone and traditional management zone) and the buffer zone outside.

The Decentralization Law issued by the Government of Indonesia in 1999 gave the mandate and responsibility of natural resources management to the local government authorities (i.e. provincial, municipality, and district level governments). However, the extent and degree of such authority borne upon the regional/local autonomy remains unclear. For instance, based on UU No. 32/20-04 on Local Autonomy and UU No. 41/1999 on Forestry, National Parks and Protected Areas remained to be under the authority of the central government, while at the same time there are no implementing regulations or instructions for the local government on the management of such areas.

With regard to the Government of Indonesia's 20 Years (2005-2025) Development Plan as published by Bappenas (National Development Planning Agency), it is stated that the natural resources management are to be developed and implemented with considerations toward the regional autonomy policy, particularly those that include recognizing and supporting efforts on:

- Community welfare improvements,
- Local capacity strengthening and local government commitment to support sustainable development in strategic areas,
- Community participation on natural resources utilization facilitated by social and economic institutions at the local level,
- Community rights on natural resources, including for local government. Natural resources management, particularly in eastern Indonesia, focusing on damage control of degradation level (and improvement efforts)

From the Ministry of Forestry's perspectives, these activities are in line with the program priority for 2004-2009 that include:

- Combating illegal logging;
- Strengthen the forest land status;
- Revitalization of forestry industry;
- Rehabilitation and conservation of forest areas; and
- Community Empowerment (in and surrounding the forest areas).

With regard to trans-boundary conservation area, there is a growing recognition that effective biodiversity conservation is closely related to the ecosystem management approach that integrated the protected area management into a wider land and water use plan. Ecosystems and species do not recognize political borders, which are usually defined for historical and geo-political reasons without reference to ecological functions or processes. Clearly, strategies to conserve biodiversity must emphasize trans-boundary cooperation between the countries in relation to shared ecosystems and other conservation concerns.

In response to this reality, the number of Trans-boundary Conservation Areas (TBCAs) has grown rapidly during the last 15 years - from 59 such areas in 1988, mainly concentrated in Europe and North America, to 169 in 2001, distributed throughout all regions of the world. What's more, in recent years the conservation community has focused considerable attention on the special conservation and security benefits of TBCAs. Through the joint efforts of conservation experts and practitioners, tools have been developed for improving the effectiveness of TBCA management, including good practice guidelines. The conservation community has also increased understanding of the role TBCAs have in promoting regional cooperation while safeguarding ecosystems split by state boundaries.

This project, therefore, not only adheres and support current legislations and national development plans, but may also contribute toward providing constructive inputs in updating or improving current policies and regulations on forestry and conservation issues.

3. Project Design and Organization

3.1. Effectiveness of Project Design

The project was jointly designed by the DG FPNC of MoF and WWF-I with assistance from ITTO through a series of correspondence with Expert Panel of ITTO. The executing agencies of this project are Park Management Unit to represent MoF, and WWF-I. Both parties then agreed to give a full mandate for WWF-Indonesia to implement the project.

Because this phase is more focusing on community empowerment process, project assigned five field staffs to work together with park rangers and local people in five watersheds of the park entry, namely Kapuas, Mendalam, Sibau, Apalin, and Embaloh. Field staffs were backed up by adequate supervision from senior staff which in charge of buffer zone development, media development and public awareness campaign, and conservation biology. As follow-up the process resulted in Phase 1, at the early stage the project office was still based in Pontianak to make easier and more effective in coordination and engagement with provincial level stakeholders, with addition of one field office in Putussibau, the capital of Kapuas Hulu District to maintain coordination with key stakeholders at the district and local levels. After coordination at provincial level coordination has already running well, then in year 2003 the project office moved into Putussibau to be more focused in all activities at district level. This decision makes quiet more efficient regarding to transportation and communication costs.

The Project Steering Committee (PSC) which established through the Decree of the Minister of Forestry is led by the DG FPNC. Its memberships consist of the Director of Conservation Areas of DG-PHKA, Head of the Bureau of International Cooperation and Investment, Head of Kapuas Hulu District, Head of National Park, Head of Regional Planning Agency of West Kalimantan Province, Head of Regional Planning Agency of Kapuas Hulu District, Head of Customary Council of Kapuas Hulu District, and Executive Director of WWF-Indonesia. During project implementation, PSC has met periodically 6 times to review the project progress and yearly plan operation of the project and provide guidance during implementation. It also functions to maintain adequate coordination and monitoring at the national, provincial, and district levels. Aside formal meeting among PSC members, project also actively consulted to the PSC members who have specific expertise and competences related to issues or agenda.

With regard to trans-boundary cooperation with our neighbor in Sarawak sites, as explained in organization structure of this scheme, project was actively engaged with ITTO project coordinator to identify what kind of activities could be jointly at field level in term of capacity building, technical assistance, information sharing, and how to increase the management effectiveness of the Park. Some issues that should be followed up at higher level, especially regarding the decision making process among 2 countries, through regular meeting of Task Force.

Organizational Effectiveness

The organizational structure of the project consists of three main units. The unit on the top basically the same as the past Project Steering Committee (PSC) that consists of MoF, DG FPNC, ITTO, WWF-I, BKNP Management Unit, and relevant local government agencies. Their roles are to supervise, monitor, and provide general direction or guidance as to where the project should be directed. The Implementing Agencies (PMU and WWF-ID) are responsible for the day-to-day implementation of the project, both in the planning as well as the field activities.

At the second layer is the field unit that has been established in each of the villages. Here, the project has hired a university graduate and local NGOs to work together with a Park staff that is assigned to the particular villages (both technician and forest rangers). With supervision and guidance from the more senior staff in the Project Implementing Agency (PMU and WWF-ID) the field staff or community organizers (COs) in each village has been worked very closely with the villagers to assess problems and potentials that should be seriously considered in developing any intervention needed for the success of the implementation of integrated conservation and development program in the area.

Under these conditions, the role of WWF-ID in this project is to facilitate all these processes, including identifying and implementing training needs and sharing knowledge and skills to the communities and Park staff as well. By strengthening the capacity of these local communities, they are more confidence in holding their rights and responsibilities. With the awareness, understanding, and skill in biodiversity conservation and sustainable resource utilization, we are providing them through this project they could maintain and protect their resources. As such, the sustainability of the project can be guaranteed.

4. Project Implementation

The Project Agreement was signed and formally approved on September 2001 by Executive Director of ITTO, Director General of Forest Protection and Nature Conservation of Ministry of Forestry (on behalf of Government of Indonesia), Executive Director of WWF-Indonesia as Executing Agency. By signing this agreement, the executing agency has formally and fully committed itself and all the necessary resources at its disposal in implementing the project and ensuring the realization of the project objectives.

The Project was planned for the implementation for a period of 3 years or 36 calendar years (effectively started from November 2001 to October 2004) with a total project budget of US\$ 914,346: US\$ 764,955 was committed by ITTO and the balance of US\$ 149,391 committed by GoI through in kind contribution.

During the first six months of implementation, project preparation was conducted focusing on field office logistics and team building, including recruitment of qualified staff for the required positions. There was some limitation in staff recruitment where the project budget allowed hiring only five field staff, compared to the originally planned ten. Along the implementation period, some modifications in project activities also took place as agreed in the Project Steering Committee meeting. At the project start-up, WWF-Indonesia set-up its project office in Pontianak to manage the day-to-day operations, and in 2003 it is moved to Putussibau which is closer to the site location.

The political setting in decentralization era in Indonesia was rapidly changing, including in natural resources management issue. Therefore, all activities that originally prepared and proposed for

the project experienced some adjustments, mainly in work stages and scheduling the activities. For example, series of activity regarding the establishment of park boundaries, with the social dynamic at local people takes time longer compared than it was expected during the project plan.

Budget amount that approved by expert panel ITTO is lower than planned, while the activities stay the same. The budget limit, several processes of activities were adjusted, with the consequence that budget allocation for staff costs was insufficient. This issue was highlighted and discussed in the PSC Meeting in May 2003, and a budget revision was agreed upon. Due to previously mentioned reasons that slowed down the activities at the field level during the decentralization era, some activities were rescheduled and redesigned. According to this issue, in PSC Meeting on September 2004, the PSC members approved a “no cost extension” for another 6 months, until April 2005.

From the beginning, the Project has set up the preparation and implementation of all activities should be handed over by other related parties at district government and Park authority and local community as well. Its also designed the project intervention on community empowerment can be followed up by local people. For some activities it was done smoothly, but in certain other aspects still need assistance from the project. For example, park headquarter is directly used by park management after the headquarter construction financed by the project is finished on 18 January 2004. Park authority then continued the development of headquarter with additional office. Ecotourism development in Betung Kerihun NP is handed over by Tourism Board of District. In term of park security, local community now has taking leadership by establishing community patrol group in 2 watersheds, namely Sibau and Mendalam.

5. Project Results

5.1 Existing Situation at Project Completion

By the completion of the project, the Park has:

- a. *Well-defined area with clear, well marked, well known, and well respected boundaries particularly along settlement areas:*

Community Workshops on Park Boundaries were conducted in four watershed areas from September 2003 to February 2004, and one workshop at District level in Putussibau on 30 March 2005. Through these workshops outer boundary of the park is agreed by related key stakeholders. The boundary marker is still ongoing since it is following the pace and resources available in MoF.

The series of workshop also recommended the applicable management framework to be implemented in BKNP. This management framework adopted the principles of collaborative management and is planned to be integrated into the implementation of Kapuas Hulu as Conservation District.

b. Sufficient number of skilled, dedicated, and motivated staff;

To increase the effective management of the 800,000 hectares BKNP, organizational structure of the park management unit was increasingly strengthened, especially during the project implementation. In year 2001, Park authorities have 43 full-timer staffs and 20 temporary staffs. In 2006, there are 60 full-timers and 20 temporary/contracted (local) personnel of Park Unit. Park management also now has two sections in Western and Eastern of Area.

In relation to support project and park management activities, several trainings for the park staffs were conducted by project in collaboration with other relevant institutions, such as:

- Series of Geography Information System (GIS) Training, in cooperation with Planning Board of Ministry of Forestry on July 2003, September 2003, and April 2004);
- Capacity Building for Forest Ranger to Combat Illegal Logging (jointly with other ITTO Project PD 74/01 Rev. 1 (M), Forestry Agency and Police Board of West Kalimantan on October 2003);
- Community Based Ecotourism Workshop, jointly with Community Empowerment Working Group of WWF-Indonesia and Ford Foundation in Ujung Kulon National Park, on 20-23 July 2004);
- “Rapid Assessment of Prioritization for Protected Area Management (RAPPAM)” Workshop as tool to measure management effectiveness of national park (with several conservation organizations, was took place in Bogor on 12-16 May 2004), attended by 3 Park staffs (head of Park, forest rangers technicians);
- Financial management for 2 Park staffs (hosted by Ministry of Forestry on September 2003); and f) Survey and Monitoring of orangutan, in collaboration with Kinabatangan Orangutan Conservation Project, Sabah, in Sukau, Kinabatangan on November-December 2004.

c. Basic infrastructure and equipment (office, transportation, and communication) that allow them work effectively;

Basic facilities and equipment for supporting the proper function of the Park were established. These facilities included construction of building for Park headquarters in Putussibau that has been finished on December 2003 and formally handed over to by Ministry of Forestry on 18 January 2004. One eco-lodge of long house in Tanjung Karang Village, Mendalam Watershed also built by project together with self-supporting of local people and financed by Head of District, and accomplished on May 2003. Other facilities and equipment including vehicles (two cars and two

motorbikes), boat and engine, and other field equipments that used during the project implementation was handed over to Park Authority.

d. Good and well managed data-base and information system;

During this project implementation, development of database and information system has conducted through several activities such as community workshops and the district level workshop to define some mechanism for sharing information among stakeholders related to managing the park. It included the ways on how the Park authority could consider strengthening the traditional knowledge as part of its program to manage the natural resources in the park, and how to synergize it across sector with other government institutions, including in securing the park from many illegal activities such as illegal logging and illegal wildlife trade. The most potential umbrella for the synergy is implementation of Kapuas Hulu as District Conservation. Currently, all information related to Park management is available in Park Headquarter and freely share to other parties.

e. Good knowledge of ecological processes, species distribution and their mobility;

The rich biodiversity of BKNP was surveyed by the project, especially on the traditional use and related knowledge on certain plants. Further detailed information is provided in specific report entitled "Traditional Knowledge" that was submitted separately from this completion report. From the survey, the plants with the potentials for economic benefits have been identified, including those used for daily needs. The project also helped with market survey on the economically potential plants. At the village and sub-village levels, the project facilitated the local communities to develop local economic activities.

f. Good and close working relations with all stakeholders particularly local communities;

Through series of workshop, informal meeting, focused group discussion, field visit, public campaign, BKNP now has getting political support from local government in managing the park. Other government agencies also contributed in buffer zone development of the park. At field level, Project has facilitated the establishment of 2 communication forum and 5 community groups level. Through this community forum and groups, local community is very actively involved in some activities such as park boundary reconstruction, park safeguarding, and community development program. We believe with more intensive engagement and coordination, project can be part of common agenda and common interest by all relevant stakeholders.

g. Good public awareness program;

In opposite to the previous objections to the assignment of Betung Kerihun as National Park, currently the local communities are getting involved actively in securing the park, especially from illegal logging and illegal wildlife trade activities. Some information about the existing situation on illegal logging activities were received from the local people. Some of this information was used as basis by the park authority in undertaking their safeguarding actions such as regular patrol and law enforcement against illegal loggers.

In order to supporting the implementation of other ITTO project in West Kalimantan, Indonesia, namely PD 74/01 Rev. 1 (M) "Development and Implementation of Guidelines to Control Illegal Logging for Sustainable Forest Management in Indonesia", that focused on combatting illegal logging activities, project in collaboration with civil society movement with the title Consortium Anti Illegal Logging (KAIL) of West Kalimantan Province was organized series of workshop that aimed to consolidate the network among civil society in Kapuas Hulu District, including National Park authority, against illegal logging. In assisting National Park authority that has succeeded to catch 3 main actors of illegal logging (IL) from Malaysia in which operated in Betung Kerihun NP on 8 December 2004, Project assisted the Park authority to edited and added several relevant information related to the operation and overall issues on IL. The film has released at one TV station in Jakarta (Trans-7) and continued to showing it from national to village level in reaching more support from all stakeholders in combating illegal logging.

Project also has published series of some audio visual documentary on profile of the park, organic farming practices in Mendalam Watershed, strengthening customary law in Kapuas Watershed, recognition of customary council on park boundaries in Sibau Watershed, rafting activities in Kapuas Watershed, and video clip of traditional song in Embaloh Watershed. This publication is very powerful to disseminate idea on how to protect the national park, use the natural resources with local wisdom around the park. This publication also then used by other NGO in West Kalimantan to inspire project initiative into other site.

h. Good law enforcement, with no poaching, encroachment/land right issues, illegal logging, illegal collection of other natural resources, trading of protected or unique wildlife, etc.;

After Government of Indonesia released President Instruction Number 4/2005 to combat illegal logging, these illegal activities dramatically stopped, including from the BKNP. In December 2004, Park management also has take leadership by arresting 3 Malaysian citizens which worked illegal logging in the Park. They were sentenced with 5 years in jail and should be paid 500 million. Both authorities plan to formalize the gateway in the border at Badau-Lubok Antu to control and monitor all human activities along the border in year 2007. Military and Police unit also have already in place along the border, mainly to control many illegal activities.

- i. *National and international funding secured for continues effective management of the Park;*

Currently, Government of Indonesia has allocated more significant program and financing scheme increasingly to support the management effectiveness of the Park. At international level, number international organization, has followed up their commitment to support Park management. These are WWF-International, Tropenbos International Indonesia Program, WWF-ID and CIFOR through Kalimantan Forest Partnership, Heart of Borneo Initiatives, Forest Law Enforcement Governance and Trade (FLEGT) Support Project by European Union, and WWF-CARE-IIED through Payment for Water Services Program.

- j. *Good and effective cooperation between the Malaysian and Indonesian authorities in the planning and management of the wider Central Borneo Montane Forests Eco-region established.*

Lessons sharing at the practical level through reciprocal cross visits were done smoothly. Development of a scheme for trans-border conservation cooperation is nonetheless more difficult to achieve at the political and policy-maker level. The political situation between two countries was uneasy because of the illegal logging issues, and it was beyond the jurisdiction of the project and the Project Steering Committee (PSC). The establishment of the Joint Task Force with memberships of government officials from both Malaysia and Indonesia, WWF-ID, and ITTO was expected to carry the higher level communications related to project Phase II, but this did not running properly. Another vehicle for the project was using the joint program of WWF-Malaysia and WWF-ID, namely Heart of Borneo (HoB) initiative.

Together with Brunei Darusslam, Indonesia and Malaysia believe that only through a large-scale conservation effort can the Heart of Borneo be conserved. As this requires broad support and commitment from government, communities, NGOs and the private sector, WWF-ID and WWF Malaysia has facilitated the development of an Ecoregional Action Program (EAP) for the Heart of Borneo. The EAP will bring together multi stakeholders in designing, prioritizing, and conducting conservation actions for the Heart of Borneo. This process has begun a series of meetings with stakeholders and donors aimed at obtaining initial support for the EAP planning process. In order to explore the full potential for collaborative conservation action in the Borneo Montane Forest Ecoregion, three government plans to initiate a process of collaborative research, information sharing and coalition building that will help identify opportunities for future conservation actions (immediate and long-term). Central to any future decisions about the shape and ambition of conservation across the Borneo Montane Forest Ecoregion will be the contribution and commitment of stakeholders from the national governments of Indonesia and Malaysia, the

provincial and state governments of Sabah, Sarawak and Kalimantan, multilateral agencies and others.

5.2 Project Impacts

At regional level, these trans-boundary conservation areas (TBCA) cooperation scheme between Betung Kerihun NP, Batang Ai NP and Lanjak Entimau Wildlife Sanctuary was strengthened significantly during project implementation. By organizing cross visit to the both sides, results and lessons learned in each protected area are exchanged and used for Park management and buffer zone development. Both parties also agreed to implement joint activity at field level in managing the Park. Cross-visit also has increased common understanding in handling encroachment and other illegal activities, mainly illegal logging practices. Managers and staff of LEWS, BANP, and BKNP also were attending number of workshop and seminar whether in Indonesia and Malaysia and also in other countries to create more strategic agenda to seek solution to common issues related to Park management. They also then have willingness to share relevant document, maps, and any information related to Park management. This cooperation scheme then replicated to other trans-boundary areas, namely Kayan Mentarang NP (Indonesia) and Pulong Tau NP (Malaysia). Both governments have conducted discussion it in June 2006 (Jakarta, Indonesia) and August 2006 (Kuching, Sarawak) by adopting and learning from this project implementation. Heart of Borneo Program that was initiated by both governments also highlighted this existing cooperation between BKNP and LEWS and BANP as good example in how to synergize the conservation program among countries with more constructive manner.

At national level, Betung Kerihun NP now has established as model on Park management, mainly related to TBCA scheme. Ministry of Forestry has improved the Park organization from type C into type A by early this year 2007, with the consequence of staff, program and budget allocation will be increased significantly. Number and quality of Park's staff also increased significantly. In year 2001 when project is started, Park have 35 civil servants and 20 daily paid staffs, while in year 2006 has becoming 60 civil servants and 40 daily paid staffs. Regarding supporting facility and equipment, when the project is running in 2002, Park still rent the office, but effectively in early 2004 Park headquarter has built by project and functioning well. Project also has provided 2 cars, 2 motorbikes, 1 unit of rubber boat, and other field equipment to support park management.

At district level, the important position of Betung Kerihun NP with 800,000 ha together with Danau Sentarum NP with 132,000 ha (cover about 56,5% of total area of district) has becoming one consideration by Head of Kapuas Hulu District was declared as Conservation District on October 2003. The principle of this policy is how to integrate program development between national park authority and district government. Currently, central government through Ministry of Home Affairs, Ministry of Forestry, Ministry of Environmental, and National Development Planning Agency have been adopted this political commitment to be National Policy on Conservation District. Up to now, the criteria and indicator of conservation district had been formulated and will be tried out in Kapuas Hulu (West Kalimantan), Malinau and Pasir (East

Kalimantan), Kuningan (West Java), Lebong (Bengkulu) and Lampung Barat (Lampung) in Sumatera, and Wakatobi (Sout East Sulawesi) in year 2007. This political commitment has expressed of appreciation on the importance of BKNP by communities and local government as well. By establishing conservation district, local government together with Park authority and other key law enforcer agencies such as police, military, and court has committed to combating illegal logging illegal hunting. At field level, local people have taking lead in safeguarding the Park through establishment of 2 community patrol groups in Sibau and Mendalam Watersheds.

At local level, especially on community empowerment aspects, some activities that was facilitated by project has been owned by local people. Level of awareness, understanding, and skills of local communities in biodiversity conservation and sustainable utilization of biological resources are increased. At 5 watershed (Sibau, Kapuas, Mendalam, Embaloh, and Labian) local people are now taking the leadership in managing the natural resources, including national park, by optimizing they own initiatives such as safeguarding the park, generate their livelihood with more sustainable way. Through series of workshop at village and district level, all park boundaries along villages agreed, marked, socialized, respected and approved by local villagers and government agencies. In collaboration with Park authority and Tourism Board of District, project also has developed community-based ecotourism activities by strengthening local people capacity to operate package. Data from Tourism Board recorded number of tourist visitation was increased in the last 5 years. In year 2001 (when project is started), 32 foreign tourist has coming to Putussibau, 92 tourists in year 2002, 84 tourists in 2003, 74 tourists in 2004, and 106 tourists in 2005. According to Tourism Board, most of tourist has visited to Betung Kerihun National Park as main destination.

5.3. Project Sustainability after Completion

As indicated above, in addition to working with the Sarawak Government to reduce the demand for the non-timber forests product from the Indonesian side, working with the local community through a community-based conservation and development activities is considered to be an important alternative that could maintain the integrity of BKNP.

By developing an effective system for Trans-boundary National Park between LEWS and BKNP we are certain that the illegal flows of those resources could be pushed down. Furthermore, since these illegal of resources are often triggered by the economic-needs of local communities of local people around BKNP, to reduce if not stop those activities we need to provide these local communities with other sources of livelihood. As shown in “Part III. Operational Arrangement”, the structure of the project is designed in such a way that the main project beneficiaries are the local communities who live near or along the park boundaries. By showing them how to conserve biodiversity in the adjacent park area and the same time facilitate them how to sustainable benefited from the resources in the park, we are confident that these communities will sustain the idea we are introducing to them through this project.

6. Synthesis of the Analysis

a. Specific Objective(s) achievement

The 2 (two) specific objectives of the project were realized.

b. Outputs

All of the 11 (eleven) main outputs were realized.

c. Schedule

Schedule of implementation of all activities to achieve 10 outputs was on time, while the output on getting agreement among stakeholder and park boundaries should be extended with 4 additional months with no cost extension.

d. Actual Expenditure

Actual expenditure was in accordance as planned.

e. Potential for replication

The project results have significant potential for replication. The community-based of this project activity has contributed in some principles of Integrated Conservation and Development Program (ICDP) in Indonesia context. This approach attempts to ensure the conservation of biological diversity by reconciling the management of protected areas with social and economic needs of local people. These projects range from small biosphere reserves to multiple-use areas within the boundary of the protected area.

Because national park management is authorized by central government, how to getting involved of local stakeholders, especially local people in managing national park is very important issue. This project has shown some significant learning in how building the ownership on national park by involving them in all aspects on park management, comprehensively from preparation to implementation to monitor and evaluation as well. With this regard, all objectives and outputs could be replicated by other stakeholders based on their each authority in this national park and also in other national park in Indonesia as well.

f. Potential for scaling up

Administratively Betung Kerihun National Park (BKNP) located at Kapuas Hulu District that has declared as conservation district. Therefore, this is very potential to be scaling up of all activities was implemented by project -- completely with the process and result -- into other sites to demonstrate that conservation program can be done in line and synergize with other development program with sustainable principles. In this regard, through conduct regular coordination and communication with strategic stakeholder such as local government, local community, and local NGO on developing program jointly in managing the park can be more effectively for the future.

7. Development Lessons

- a. The BKNP Management Unit was formally launched by the MoF in 1997, became operational in March 1998 with 10 full time office personnel. Since then, there has been a gradual increase in the number of technical staff or Park rangers. Currently, there are 57 full-timers and 20 temporary/contracted (local) personnel at the PMU. 24 personnel of them are 24 Park rangers, whose four six-person teams are responsible for supervising each of the four field posts in the 800,000 hectares of the BKNP area. Currently funding from MoF is sufficient only to allow the Park staff a bi-monthly field visit for 1-2 weeks for each of these ranger teams.
- b. The evaluation to the Park management performance by using RAPPAM and Tracking Tools that has been conducted on April 2004 showed that there remained a limited management capacity of BKNP, resulting from for instance: a) minimum supporting infrastructure (e.g. communication facilities, program support equipment, divisional offices for conservation areas); b) minimum budget for field operations (e.g. limited or insufficient for routine patrols, for community empowerment programs); c) high intensity of threats against the conservation areas (e.g. illegal logging, illegal trading/trafficking of endangered species such as orangutan); d) lack of a definitive zone (core, wilderness, traditional utilization, and buffer zone) of the area.
- c. The management effectiveness of the Park is long-term process and needs fully consolidation and intensive communication among Park authority with other relevant stakeholder at district level, local people that living in and around the Park as well as some initiatives financed by international organizations that ongoing at Kapuas Hulu District and included encompasses the Park management. The function and status of BKNP now is being strengthened by MoF as model in managing national park. This policy will be following by adjustment of organization structure, budget allocation, and number of staff to be recruited to fulfill the position needed.
- d. In implementing the Conservation District of Kapuas Hulu, based on the District Head Decree (Head of Kapuas Hulu District Decree No 144/2003), the Conservation District is translated into a "*district's region is recognized as a conservation are in general, where development activities relies on the fair and wise utilization of natural biodiversity and natural resources based on careful considerations of its preservation*". Utilization of natural resources and forest is carried out through careful consideration on the ecosystem equilibrium. The initial concept of the Conservation District for Kapuas Hulu indicated a positive political-will of the government in combining the economic development process to increase local revenues with improving the local peoples' livelihood through efforts to protect the forests and other natural resource assets of the district.

- e. BKNP together with Danau Sentarum NP has established as main destination of ecotourism by Tourism Board of Kapuas Hulu District. It needs to be breakdown into more practical at field level, such as set up interesting package to the visitor, building the capacity of local community as tour operator and tourist guide with standard used in tourism work, provides adequate information to the general buyers through website, brochures, guidebook, and strengthening the network and potential market as well.
- f. Two significant threats towards the integrity of BKNP identified during the last four years were illegal logging and wildlife poaching. Recent study conducted by Project jointly with TRAFFIC South East Asia (2005) indicates that the illegal wildlife trade that was happening in Kapuas Hulu District includes: five species of mammals (all species is listed in Cites Appendix I or II, including 16 individuals of Bornean Orangutan); eleven species of birds (six of them are listed in Cites Appendix II); in term of value, the illegal wildlife trade was estimated to reach at least Euro 2,072. While little is known about population size of Orangutan in BKNP, the trade in Orangutan needs to be addressed to ensure that appropriate measures can be taken to keep them from being extinct from the Park, particularly those that involve the local people.
- g. Regarding to illegal logging, based on the field investigation, project estimated during the peak time (2002-2004) of illegal logging activities in Putussibau (and it is mostly from the BKNP), approximately 600,000 m3 of log were being traded with Sarawak trough Badau-Lubok Antu border gate. Currently, with strong efforts conducted by central and district governments the number has significantly reduced. Further efforts are needed to completely stop the illegal logging trade, and community involvement in protecting the park and surrounding protected forest is very important.
- h. Situated in the Heart of Borneo area, BKNP shares common borders with two protected areas in Sarawak, Malaysian side (LEWS) and Batang Ai NP). There is a growing recognition that effective biodiversity conservation is closely related to the ecosystem management approach that integrated the protected area management into a wider land and water use plan. Ecosystems and species do not recognize political borders, which are usually defined for historical and geo-political reasons without reference to ecological functions or processes. Clearly, strategies to conserve biodiversity must emphasize trans-boundary cooperation between the countries in relation to shared ecosystems and other conservation concerns.
- i. Collaboration work on Trans-boundary Conservation Areas (TBCA) among three conservation areas has been carried out properly, which include: a) Preparation documents on three conservation areas (*Batang Ai National Park Batang/BANP, Lanjak Entimau Wildlife Sanctuary/LEWS, dan Betung Kerihun National Park/BKNP*) to be submitted to *UNESCO*, proposing the areas as a *World Heritage Nature Site* for

Transboundary Conservation Area (TBCA) category; b) Cross visits among the stakeholders, e.g. local communities and Park's staff in the two countries (Indonesia and Malaysia); and c) Establishment of a task force that involved members from the two countries, which met regularly every year to encourage further cooperation and effective management of the Parks in the two countries.

8. Operational Lessons

- a. During the project implementation, mechanism to enable proper decision responding to the dynamics of social and political situations in the field is deemed necessary. This is important particularly because compare to the conditions when the proposal for phase two was developed, the social and political conditions during the project implementation have been changed significantly.
- b. Communication strategy is highly crucial and requires specific skill and knowledge facing number of illiterate people, limitation of adequate understanding among the parties on sustainable natural resources management and the importance of national park. For education and awareness on the park, project also has produced several series of audio visual documentary as communication materials based on socio and education level of local community around the park. By using this documentary, project put key messages about the value and importance of the park, sustainable management of natural resources, how to solve the local problems and conflicts by customary law, and how to create the potentials of ecotourism and any other activities as sources alternative of income.
- c. All relevant stakeholders as well as local people needs more concrete action and example of project design and target that will be achieved on project implementation. This situation made project always used comparative study, cross-visit, on-job training as methods and approaches to share learning and improve the capacity and understanding among stakeholders in achieving the project target and output. This is also very effective to convince them that project could be useful in addressing their problem related to Park management, district development, and improvement of community livelihood.
- d. Engagement with local stakeholder, especially to whose still very limited understanding on flow and process of project implementation to achieve the target as planned, needs more time and persistence of project management in facilitating the process.
- e. In term of trans-boundary cooperation, many schemes and initiative that created from the field level e.g. cross-visit, joint expedition as we did together at the first phase through ITTO Borneo Biodiversity Expedition/IBBE on 1997, information sharing, capacity building among field staffs, are very powerful to encourage the both authorities

(Indonesia and Malaysia) to sit down together in formulating the common agenda on its joint cooperation.

- f. As part of efforts in convincing the both government on importance of trans-boundary cooperation, project seem the common problem faced by two governments such as illegal logging, illegal wildlife trade and haze problem as well, should be taken with more positive perspective. This is very crucial stage, because we have to formulate all issues carefully without disturbing the dialogue atmosphere.
- g. Logical framework that required by ITTO to the project management before project implemented is very helpful in guiding its project, especially in making the big pictures that combined ITTO objective in relation to the objective of both governments in trans-boundary cooperation with deeply consider the difference of challenge and constrain faced by both authorities.

9. Conclusions

- a. During the project implementation, mechanism to enable proper decision responding to the dynamics of social and political situations in the field is deemed necessary. This is important particularly because compare to the conditions when the proposal for phase two was developed, the social and political conditions during the project implementation have been changed significantly.
- b. All relevant stakeholders as well as local people needs more concrete action and example of project design and target that will be achieved on project implementation. This situation made project always used feasibility study, cross-visit, on-job training as methods and approaches to share learning and improve the capacity and understanding among stakeholders in achieving the project target and output. This is also very effective to convince them that project could be useful in addressing their problem related to Park management, district development, and improvement of community livelihood.
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10. Recommendation Based on Development Lessons

- a. A collaborative management approach as outlined by the Ministry of Forestry decree Number 19 Year 2004 should be used in managing the BKNP to be more effectively. The basic principles that underline a Collaborative Management approach are: recognizing different values, interests and concerns involved in managing BKNP; institutionalizing transparency and equity in managing the Park; allowing the civil society to assume more important roles and responsibilities. Without them, a CM would most likely be rendered non-applicable by the implementing agencies or their stakeholders.
- b. The Park Management partnership with their stakeholders should be included the following: a) harnessing the complementarities of the capacities and comparative advantages of different institutional actors; b) linking entitlements and responsibilities in the managing the Park context; c) appreciating that the process is as important as the short-term products; and d) learning by doing through on-going revisions and improvements in Park management (adaptive management).
- c. Three main phases in a Collaborative Management process should require: a) preparing for the partnership (organizing); b) negotiating co-management plans and agreements; and c) implementing and revising the plans and agreements as learning by doing process.

- d. Declaration of Kapuas Hulu as Conservation District should be following by formulating operational criteria and indicator of Conservation District and its integration in the current governance system of the Kapuas Hulu District, agreed by key stakeholders and implemented properly, especially in supporting management effectiveness of BKNP. In addition, larger communication, coordination and synergy mechanism to include other relevant program within the district and the provincial government need to be developed. The series of workshop conducted with the community groups also recommended in the future to convince it would be included in the whole framework for BKNP management. This management framework adopted the principles of collaborative management and should be integrated into the implementation of Kapuas Hulu as Conservation District.
- e. As main tourism destination in Kapuas Hulu District, Park authority should be consistently in developing all related activities such as capacity building to the Park staff as well as local community, providing adequate tourism material, promoting regularly, and strengthening the network properly. It can be done jointly with various stakeholder e.g. Tourism Board, Travel Agent Association, and local community as well.
- f. In recent years, the conservation community has focused considerable attention on the special conservation and security benefits of Trans-boundary Conservation Area (TBCA) among three conservation areas (BKNP, BANP, and LEWS). Through the joint efforts of conservation experts and practitioners, tools should be developed for improving the effectiveness of TBCA management, including good practice guidelines. The conservation community has also increased understanding of the role TBCA have in promoting regional cooperation while safeguarding ecosystems split by state boundaries.
- g. **11. Recommendation Based on Operational Lessons**
- h. Collaborative management of the park as outlined by the MoF decree Number 19 Year 2004 should be further developed and implemented with more local context of managing the Park. Stakeholders' participation in particularly local communities through joint patrol and improved law enforcement could significantly reduce the threats to the park such as illegal logging and illegal wildlife trade. In addition, efforts to develop alternative livelihood needs to be increased by the government and other related parties. Livelihood options to compensate illegal logging and other destructive activities should be available for local people.
- i. Some good local initiatives in managing natural resources surrounding the park such as safeguarding the park, develop alternative of livelihood for local people with more sustainable way (fish breeding, vegetable garden, local handicraft, local species plantation) need to be acknowledged and assisted by Park authority and other key stakeholders in such a way, so that the local initiatives can be integrated into Park management and development planning at district level and supported by the

government during its implementation toward the improvement of local community livelihood with more sustainable in the future.

- j. Betung Kerihun is home for about 1,050 orangutans in Embaloh and Sibau Watershed of the Park. Hence, orangutan conservation management activities such as habitat improvement, population monitoring, and prevention of illegal trading of the species need to be prioritized in the future. In the other hand, the presence of orangutan in the park has increased alternative of ecotourism destination in the Park.
- k. In terms of increasing the transboundary conservation cooperation with the neighboring Sarawak, Heart of Borneo (HoB) Initiative could be used optimally as effective vehicle to bridge the political barrier related to the illegal logging practices. In practical level, joint activities such as developing joint promotion and packages of ecotourism, community livelihood improvement through conduct joint training, workshop, and other capacity building purposes, joint patrol, and joint survey and monitoring regularly to control and reduce illegal logging and other illegal activities (e.g. wildlife trade) could be followed up by Joint Task Force among two countries.
- l. Engagement with government bodies that in charge in some bilateral and multilateral forum such as Malaysia Indonesia Socio Economic Forum, Brunei Indonesia Malaysia Philippines East ASEAN Growth Area (BIMP EAGA) also important to ensure relevant and linkages agendas with this trans-boundary issues can be discussed and resulted by the forum.
- m. Capacity building and intensive technical assistance not only for Park staff, but also for local people that living in surrounding and around the Park, related district government officer, need to be improved to ensure the capacity and skill of all parties are always adequate and improved in creation of joint program among stakeholders running properly.

12. Recommendation for Future Projects

- a. Strengthen/develop capacities of local government, NGOs, and local community as able partner of Park authority in managing the Park to be more effectively and collaboratively.
- b. Maintain, improve, and modify Integrated Conservation and Development Program (ICDP) principles with more local context of Betung Kerihun National Park management, especially to meet community livelihood issue and other development agenda.
- c. Management effectiveness of the Park should be measured frequently to ensure the progress of all programs development in managing the Park can more monitored and evaluated more adequately.

- d. Establishment of regular coordination and communication between Park authority and local government, NGOs, media and local community as well for joint monitoring and evaluation of a management effectiveness of the Park. This would improve their awareness and ownership to the Park.
- e. Develop and strengthen joint cooperation with Sarawak authorities to realize trans-boundary conservation area (TBCA) by using several some bilateral and multilateral cooperation forums e.g. Malaysia-Indonesia Social Economic Working Group (SOSEK MALINDO), Brunei Indonesia Malaysia Philippine East ASEAN Growth Area (BIMP EAGA), and Heart of Borneo Initiative.

Responsible for the Report:

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Position Held : **Project Leader**

Date : **29 March 2007**