

## **DIR29CC\1089**

### **Enhancing technical skills and capacity for orangutan conservation in Sumatra**

Local conservation organisations in Sumatra lack the specific expertise to design and lead strategic, landscape-scale conservation programmes.

Through action learning, job shadowing, regular mentoring and 'helpdesk' support, SOS and expert trainers will enable two local conservation organisations to strengthen their capacity and skills to:

Design and lead strategic conservation programmes to protect, restore and connect critical orangutan landscapes,

Effectively engage forest-edge communities in forest-friendly livelihoods which enhance biodiversity and reduce poverty,

Set the direction and strategy for their own organisations.

## PRIMARY APPLICANT DETAILS

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**Title** Ms  
**Name** Helen  
**Surname** Buckland

**Website (Work)** [REDACTED]

**Tel (Work)** [REDACTED]

**Email (Work)** [REDACTED]

**Address** [REDACTED]

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## Section 1 - Contact Details

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### PRIMARY APPLICANT DETAILS

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Title	Ms
Name	Helen
Surname	Buckland
Website (Work)	[REDACTED]
Tel (Work)	[REDACTED]
Email (Work)	[REDACTED]
Address	[REDACTED]

### GMS ORGANISATION

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Type	Organisation
Name	Sumatran Orangutan Society
Phone (Work)	[REDACTED]
Email (Work)	[REDACTED]
Website (Work)	[REDACTED]
Address	[REDACTED]

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## Section 2 - Title & Summary

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### Q3. Title:

Enhancing technical skills and capacity for orangutan conservation in Sumatra

### Q4a. Is this a resubmission of a previously unsuccessful application?

No

Please attach a cover letter.

Please include a response to any previous feedback in your cover letter.

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 [SOS R29 Cover Letter.docx](#)

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### Q5. Summary

Please provide a brief summary of your project: the capability and capacity problem/need it is trying to address, its

aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.

Please write this summary for a non-technical audience.

Local conservation organisations in Sumatra lack the specific expertise to design and lead strategic, landscape-scale conservation programmes.

Through action learning, job shadowing, regular mentoring and 'helpdesk' support, SOS and expert trainers will enable two local conservation organisations to strengthen their capacity and skills to:

Design and lead strategic conservation programmes to protect, restore and connect critical orangutan landscapes, Effectively engage forest-edge communities in forest-friendly livelihoods which enhance biodiversity and reduce poverty, Set the direction and strategy for their own organisations.

### Section 3 - Title, Dates & Budget Summary

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#### Q6. Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

Country 1	Indonesia	Country 2	No Response
Country 3	No Response	Country 4	No Response

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Do you require more fields?

No

#### Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
01 April 2023	31 March 2025	2 years

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#### Q8. Budget summary

Year:	2023/24	2024/25	Total request
Amount:	████████	████████	████████

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Q9. Proportion of Darwin Initiative budget expected to be expended in eligible countries: %

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Q10a. Do you have proposed matched funding arrangements?

Yes

### What matched funding arrangements are proposed?

We have secured a grant from one of our long-term corporate partners, Lush Cosmetics, which includes a capacity building component, to be expended during 2023/24 - year 1 of this project. We have also committed SOS in-kind support during year 1 of the project.

### Q10b. Total confirmed & unconfirmed matched funding (£) ██████████

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### Q10c. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

The budget includes ██████████ of unconfirmed matched funding. We have high confidence in securing this funding from the two identified funders, as they have both supported us for several years, with funding granted on an annual basis. If however one or both of these anticipated grants does not come to fruition, we will fill the gap by taking this project to alternative funders, which could include foundations and/or individual philanthropic supporters. We would also commit to allocating SOS unrestricted funds to the project until alternative donors could be secured.

## Section 4 - Project need

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### Q11. The need that the project is trying to address

**Please describe evidence of the capability and capacity need your project is trying to address with reference to biodiversity conservation and poverty reduction challenges and opportunities.**

**For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).**

Sumatra's rainforest landscapes - home to myriad biodiversity, and the last remaining habitat of Sumatran and Tapanuli orangutans - are subject to ongoing degradation and loss of connectivity. Forest clearance for oil palm and other monoculture crops is one of few livelihood opportunities for forest-edge communities. As well as threatening biodiversity, uncontrolled and extensive forest loss increases risks of flooding, landslides and drought, and reduces global climate change resilience.

When we ally community interests with conservation goals, communities can be highly effective and efficient at protecting biodiversity. Creating the conditions so local communities benefit from conservation outcomes is the most reliable, and the only realistic approach to conservation in orangutan landscapes. We were guided in the design of this project by wider evidence including Santika et al (2022) 'Effectiveness of 20 years of conservation investments in protecting orangutans'. SOS has supported frontline partners for over 20 years, protecting and restoring key rainforest habitat, and engaging forest-edge communities as guardians of their landscapes.

Building on the success of our partnership work, in 2020 SOS began developing a new strategy: moving from short-term projects, towards a more strategic, landscape-scale programmatic approach. Through detailed landscape analysis, we have pinpointed where the greatest threats to orangutan habitat protection and connectivity exist. Our new strategy focuses on catalysing the potential of community-led forest management, combined with appropriate incentives, livelihood development and collaboration, empowering communities to enrich and benefit from their landscapes.

Over the past 18-months, we have been laying the foundations for this long-term programmatic approach, through meaningful engagement with key forest-edge communities in two vulnerable orangutan landscapes.

Progress has been slower than anticipated, due to lack of the specialist capacities and skills needed to design and deliver meaningful and impactful community-led conservation programmes within organisations embedded in these landscapes, particularly to plan and manage programme-appropriate financial monitoring, implement complex, long-term MEL systems, and fulfil the requirements for effective socio-political mapping and engagement practise.

Our primary partner for 20 years, Yayasan Orangutan Sumatera Lestari-Orangutan Information Centre (YOSL-OIC) has requested support to bolster their capacities to successfully deliver their existing projects, as well as develop an organisational strategy, enabling them to focus and enhance their contribution to orangutan conservation in Sumatra. With the endorsement of YOSL-OIC, a new organisation has been established, to take forward the landscape-scale programmes already underway in priority orangutan landscapes: Tangguh Hutan Katulistiwa (TaHuKah). Based on our

work with forest-edge communities, we know that to create true engagement and long-term reduction of deforestation, a broad range of highly specialist skills and knowledge is needed. Currently, this expertise is concentrated in a few individuals in the SOS team: worldwide experts who have been brought in specifically for these skills.

This is a critical moment to transfer these skills to TaHuKah, enabling the early stage programmes to continue at a quicker and more efficient pace, building the organisation's capacity to ultimately take ownership of this work over the coming years and replicate and scale the approach across other landscapes, enhancing biodiversity and reducing poverty.

## Section 5 - Darwin Objectives and Conventions

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### Q12. Biodiversity Conventions, Treaties and Agreements

**Q12a. Your project must support the commitments of one or more of the agreements listed below.**

**Please indicate which agreement(s) will be supported.**

- Convention on Biological Diversity (CBD)
- Convention on International Trade in Endangered Species (CITES)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

### Q12b. National and International Policy Alignment

**Using evidence where available, please detail how your capability and capacity project will contribute to national policy (including NBSAPs, NDCs, NAP etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.**

Indonesia's Ministry of Environment and Forestry has underlined that conservation efforts focused on flagship species, including Sumatran and Tapanuli orangutans, form part of the country's 2030 Forestry and Other Land Use (FOLU) net carbon sink target. By increasing TaHuKah and YOSL-OIC's capacity to halt and reverse deforestation trends in key orangutan landscapes, this project will contribute to the achievement of this target, in alignment with global efforts to achieve net zero deforestation by 2030, as well as the Government of Indonesia's COP26 climate commitments, and the Glasgow Leaders' Declaration on forests and land use.

This project is also strongly aligned with the recent Memorandum of Understanding between the Government of Indonesia's Ministry of Environment and Forestry and the UK's FCDO concerning cooperation on Indonesia's FOLU Net Sink 2030 target (in particular article 2.1(c) regarding enhancing collaboration and sharing best practices to strengthen relevant stakeholders' capacity). The project is also in alignment with the principles for locally-led adaptation, especially investing in local capabilities to leave an institutional legacy, supporting local actors to have greater power and resources to build resilience to climate change.

It will further contribute to Indonesia's NBSAP 2015-2020, especially mission 2: "To treat biodiversity as a source of sustainable welfare and livelihood for Indonesians" as well as the targets in the "Strategy and Action Plan for Indonesian Orangutan Conservation 2019-2029" (as yet not officially released).

The project aligns with the Post 2020 Global Biodiversity Framework and the framework's emphasis on capacity-building to create the enabling conditions for biodiversity sustainability. Specifically, Goal D; Milestone D.2 - 'Adequate other means, including capacity-building...to implement the framework to 2030 are available and deployed.'

The project will also create enabling capacity conditions for work contributing to SDGs 1, 2, 5, 8,12,13 and 15.

## Section 6 - Method, Change Expected, Gender & Exit Strategy

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### Q13. Methodology

**Describe the methods and approach you will use to achieve your intended capability and capacity Outcome and contribute towards your Impact. Provide information on:**

- How you have reflected on and incorporated **evidence and lessons learnt** from past and present similar activities and projects in the design of this project.
- The specific approach you are using, supported by **evidence** that it will be effective, and **justifying why you expect it will be successful** in this context.
- How you will undertake the work (activities, materials and methods).
- What the **main activities** will be and where these will take place.
- How you will **manage the work** (governance, roles and responsibilities, project management tools, risks etc.).
- What practical elements will be included to embed new capabilities?

The foundation of our new strategic approach is long-term, meaningful partnership with forest-edge communities, guided by a 2020 review of our work over the last two decades. Over the last 2 years of implementation, the situation in forest-edge communities has proved very complex and there is a need for engagement with a broad range of stakeholders, and interventions at multiple levels. SOS has engaged a range of technical experts to support this work (via employment or through external consultancy) both Indonesian and from across the globe. We will work together with TaHuKah and YOSL-OIC for an intensive 2 year period to transfer vital technical skills, as well as on wider organisational strengthening, guided by their needs.

We have designed this training programme - itself an evolution of an informal mentoring system we have been running with YOSL-OIC for the last 2 years - after considering a range of different organisational strengthening approaches - including IUCN's capacity building programmes, and other recent Darwin-funded Capacity and Capability programmes.

As well as utilising intensive training workshops, much of the capacity building will take place through on the job training/action learning during implementation of programmes in SOS' priority landscapes in Sumatra, giving trainees the chance to practice and embed their new capabilities. It will also ensure we can build skills in our partner organisations while creating further conservation impact and minimising interruption to programmes on the ground. The period of training will range from 4-16 days for each area as required. Trainees will also receive regular and bespoke mentoring and support over the grant period as they put new skills into practice - through weekly or fortnightly video calls with their trainers, as well as ad-hoc technical support whenever required through a 'helpdesk'. Specific training areas are listed below.

**TaHuKah:**

- Environmental anthropology approaches (covering the interaction between people and their environment), to inform effective community engagement, information gathering, social mapping and other village activities to ensure they are fully tailored to forest-edge villagers' needs, environment and perspectives, are culturally sensitive and most effective;
- Analysis of Indonesian national and regional government policy, to identify and navigate conservation opportunities and threats and how planned or ongoing programmes may be impacted;
- Indonesian community forest management schemes, to enable villages to regain management and land rights of their local forests;
- Supporting livelihoods programmes to be developed including sustainably sourced non-timber forest products and agroforestry;
- Village, sub-district, district and central government planning and development processes/structures, to ensure protection of natural resources can be built into these plans and they do not create negative impact for rainforest habitat.

**TaHuKah and YOSL-OIC:**

- Strategic landscape-scale conservation planning, to design effective conservation programmes to create habitat connectivity and resilience;
- Landscape mapping (of land cover, land use, threats and opportunities) and analysis using GIS and related tools and online platforms, to support selection of focus villages, conservation planning and impact evaluation;
- Incentives that provide financial rewards for successful conservation activity and outcomes to enable these to be incorporated in project planning and ensure communities can gain maximum benefit from protecting forests;
- Monitoring, evaluation and learning, to ensure teams can accurately gather impact data, report effectively to funders and partners, and learn and evaluate how programmes can be improved, adapted and developed;

- External communication to communicate impact to funders and supporters and encourage more investment and sharing of lessons learned;
- Organisational management capacity, strategy, HR and operations

YOSL-OIC, TaHuKah and SOS will jointly oversee and manage the project - we will set up a project management committee with representatives of each organisation, and will also agree MOUs and terms of reference for the project. We will work hard to ensure an equal power dynamic between the three organisations to ensure the programme delivery (as well as the planning) is genuinely led by the needs of the local organisations we are working with.

To embed learning and guide future development, organisational resources will be collaboratively produced as an output of the training workshops, to include: a 5-year organisational strategy, a change management roadmap, an operations and HR manual.

To guide community engagement processes we will produce: community survey guides, a community engagement toolkit, site specific social and environmental safeguarding policies, community complaint and feedback mechanisms.

## Q14. How will you identify participants?

**How did/will you identify and select the participants (individuals and organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent?**

SOS has partnered with YOSL-OIC since 2001, and the senior team has now requested support to develop a confident plan to guide their strategic direction. This project will upskill key members of the team (18 people) who will be involved in guiding implementation of strategy, change management and HR processes.

TaHuKah has recently been founded by local conservation experts, including 3 members of staff previously embedded at YOSL-OIC, with the specific goal of implementing a community-led and landscape-scale programmatic approach to conservation in key orangutan landscapes. The TaHuKah team have a strong understanding of the local issues and the landscapes they will be working within, meaning they are uniquely placed to deliver the programme and will benefit significantly from the capacity and skills training. In total 12 people will be trained from TaHuKah.

By cross-training teams we will ensure knowledge and skills are not lost through any future staff changes, and where overlapping skills development has been identified by YOSL-OIC and TaHuKah, both organisations will be included in the relevant training.

Where possible, everyone who wishes to be trained/identifies a need within their job-role will receive training. Where this is not possible, the project management committee will choose participants based on job role, and the capacity needs and wants of the individual (as self-declared through a needs assessment form). This will ensure that capacity-building will serve the needs of the organisations, and where extra to this (and possible within the scope of the project), there will be scope to support individual professional development.

Training will be tailored to each participant, after they complete the needs assessment. The initial needs assessment will be replicated after the training in order to allow monitoring of the impact of the training.

## Q15. Gender equality

**All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans. Please summarise how your capability and capacity project will contribute to reducing gender inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.**

Throughout this project, we will maintain a focus on gender equality and equity amongst both trainers and trainees, as far as possible. Overall, both the YOSL-OIC team and TaHuKah team are 70% men and 30% women. When recruiting for new trainees, we will take steps to actively encourage women to apply to reduce the overrepresentation of one gender. Training will equip both organisations to better deliver impactful conservation programmes with benefits for livelihoods and income generation opportunities, including for women.



By utilising an environmental anthropology approach throughout our programmes, we embed sensitivity to gender balance in our wider work. Anthropology training will equip staff to consider gender in their approach, and also the impact of interventions on the specific gender-context of forest-edge communities (seeing the entire picture will allow us to ensure that we 'do no harm') - as set out in SOS' safeguarding policy section C (iii) and (v). We will utilise tools to analyse the gender context including GESI.

Throughout our programmes we seek to engage communities in a participatory and equitable way, and ensure equitable inclusion of women and marginalised groups, through stakeholder mapping; stakeholder engagement (ensuring Free, Prior and Informed Consent); participation in project design; and feedback through project-level mechanisms.

Within our programmes, environmental anthropology specialists sensitively gather information on women's roles, activities and perspectives. The team undertakes analysis and provides technical guidance to address barriers for women's participation such as childcare, and mediate their needs, cultural expectations and support their roles in the community. Female staff members work closely with village women to amplify their voices within community discussions and programme activities. In particular, we work hard to develop activities to ensure women can benefit fully from forest-friendly livelihood development - for instance through paid involvement in the creation of tree nurseries or permaculture development.

## **Q16. Change expected**

**Detail what the expected changes to in-country capability and capacity will deliver for both biodiversity and poverty reduction. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail - number of households should be the largest unit used**

We will build the capability and capacity of two locally-led Sumatran conservation organisations, TaHuKah and YOSL-OIC, creating strong positive impacts for biodiversity and poverty.

TaHuKah - short term:

The 12 person team will gain skills, knowledge and the ability to implement:

Landscape mapping and analysis using GIS and related online platforms;

Environmental anthropology approaches (plus new environmental anthropology resources - which will also be shared with other conservation practitioners);

Indonesian community forest management schemes;

Village, sub-district, district and central government planning and development processes;

Strategic landscape-scale conservation planning;

Policy analysis focused on Indonesian national and regional government policy;

Incentives providing financial rewards for successful conservation activity (nature-based solutions);

Monitoring and evaluation;

External communications;

Change management, operations and HR.

Training will mean TaHuKah is fully equipped to take a leading role in delivery of a robust landscape-scale, highly strategic programmatic approach in two priority rainforest landscapes over the next 3-5 years, West Toba (52,577 ha) and Batang Toru (10,000 ha to be protected) - empowering forest-edge communities to generate sustainable income from, and protect and value, their forest resources. The team will also be better placed to monitor their impact and communicate this externally.

Through this work, in West Toba 275 households in key villages will be engaged in forest-friendly livelihoods, meaning increased value placed on rainforest and reduced deforestation within the Lae Ordi rainforest corridor, maintaining habitat connectivity for threatened Sumatran orangutan populations; in Batang Toru, we will engage 900 households in key villages in forest-friendly livelihoods, reducing deforestation and preventing extinction of the remaining Tapanuli orangutans.

New resources created through this programme and learning will also be shared with other stakeholders within the region.

Long term: TaHuKah will have the capacity, technical skills and knowledge required to design and lead strong positive interventions in the landscape, and to replicate and scale the programmatic approach to new priority landscapes in

northern Sumatra with much reduced input from SOS.

YOSL-OIC - short-term:

18 people will gain skills and understanding in strategic approaches, change management, operations and HR, external communications, and monitoring and evaluation. The organisation will have developed and have ownership of a new 5-year strategy, change management road map and 12-month action plan, and an HR and operations manual. This will enable a clearer focus on core activities, providing strong organisational direction and better ability to manage and monitor current projects.

Members of the YOSL-OIC team will also gain technical skills including:

Landscape mapping and analysis using GIS and related online platforms;

Strategic landscape-scale conservation planning;

Incentives providing financial rewards for successful conservation activity (nature-based solutions);

Monitoring and evaluation, and external communications.

Ongoing projects implemented by YOSL-OIC in partnership with SOS and other organisations will benefit from their new skills and capacities - including Green Justice Indonesia, HePI, and PRCF.

Long term: YOSL-OIC will have clearer organisational focus, agreed purpose and strategic direction, and increased ability to focus on conservation projects of highest priority to local people and which have the greatest impact for rainforest protection in Sumatra.

## **Q17. Exit Strategy**

**How will the project reach a sustainable point and continue to deliver benefits post-funding?**

**How will the built capability and capacity be maintained in-country? How will the new capability and capacity be replicated to strengthen additional future environmental leaders beyond the project? How will the benefits be scaled? Are there any barriers to scaling and if so, how will these be addressed? How will the materials developed during the project be made more widely accessible during and after the project?**

The goal of the project is for two Sumatran organisations, embedded in orangutan landscapes, to be fully equipped to design and lead effective conservation initiatives, and for YOSL-OIC in particular, to set their own organisational direction and strategy rather than being led by external organisations.

YOSL-OIC:

Strategy, change management and action planning documents co-produced during the project will guide YOSL-OIC's approach going forward, and SOS will support with any challenges or changes during their implementation. To ensure the benefits of the training provided continue to be realised post-project, support will be available on an ad-hoc basis as needed, likely through the helpdesk approach utilised through the project, and we will endeavour to arrange further refresher training if required.

TaHuKah:





Following the end of the project, TaHuKah will continue to work closely with SOS to implement our long-term programmatic strategy but TaHuKah will take the major role in programme implementation, with strategic support and oversight from SOS. Going forward, TaHuKah will take a leading role in implementing the strategy in new priority landscapes with targeted support from SOS as required to ensure any problems or issues can be addressed. Training will equip the team to share learning with others, so benefits will be shared as the organisation grows and new team members join. Over the programme period we will develop a more detailed long term exit strategy to reduce SOS' involvement over the next ten years.

In year 2, the exit strategy for this project will be established and implemented, ensuring that embedded skills and knowledge are not lost after the end of the funding period.

Monitoring and evaluation reports through this programme detailing successes, challenges and learning will be shared with other similar organisations/partnerships to enable them to learn and develop their own skills transfer/capacity development activities.

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File**

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## Section 7 - Risk Management

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### Q18. Risk Management

Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.

Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
<b>Fiduciary (financial)</b> Funds are mismanaged due to a lack of financial management experience or systems, resulting in lack of visibility, delays and reduced activities	Major	Rare	Moderate	Robust due diligence process and grant agreements in place for all partners; phased disbursement of funds. Corruption and anti-bribery policies included in all grant agreements and partnership agreements. Integrated financial ledgers and finance organisation ensures transparency and clarity on expenditure.	Minor
<b>Safeguarding</b> Harassment, abuse or sexual exploitation of or by project participants, resulting in harm caused to individuals	Moderate	Rare	Minor	SOS has a rigorous Safeguarding Policy and Code of Conduct, adherence to which is condition of employment. All training participants and trainers required to sign agreement on adherence to policy. Safeguarding briefings provided; grievance and feedback mechanisms available to all participants. Any safeguarding concerns raised and reviewed by SOS Board.	Minor

<b>Delivery Chain</b> Training participants do not stay in their current roles/organisations, so the improved capacity is then lost from the partner organisations, or training participants are not empowered to use their new skills.	Major	Unlikely	Major	As a collaboratively designed project, we have liaised closely with partner organisations' management, staff and HR personnel to identify training and capacity needs, and secure their enthusiastic support for this project. We will continue to encourage TaHuKah and YOSL-OIC's management to prioritise the ongoing professional development of their staff.	Minor
<b>Risk 4</b> Training does not successfully achieve the learning objectives, resulting in participants lacking the skills to achieve broader conservation, biodiversity and poverty reduction outcomes	Major	Rare	Moderate	Training will be delivered by experienced personnel, and regular monitoring and feedback will enable mitigation and adaptation in order to enhance learning outcomes.	Minor
<b>Risk 5</b> Participants' ability to undertake training and/or trainers' ability to deliver training is delayed or disrupted due to Covid-19	Moderate	Unlikely	Moderate	All participants and training delivery personnel will be supported to access vaccinations. Workshops and face-to-face training delivery will follow Covid-19 guidance and mitigation procedures, including small group sizes. The training schedule can be adapted to maintain flexibility and some deliverables changed from in-person to online (where possible).	Minor
<b>Risk 6</b> The project has not yet secured all matched funding required; underfunding of the project risks delays to or reduction in project activities or participant numbers.	Moderate	Rare	Minor	We have secured £60k in matched funding and have high confidence in the as-yet unconfirmed matching funds, from two existing funders with whom we have an excellent relationship. SOS has a strong track record in raising funds, and will identify additional suitable funders to support this priority project if needed.	Minor


## Section 8 - Implementation Timetable


### Q19. Provide a project implementation timetable that shows the key milestones in project activities


Provide a project implementation timetable that shows the key milestones in project activities, linking them to your Outputs. Complete the Word template as appropriate to describe the intended workplan for your project.

[Implementation Timetable Template](#)

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

 [SOS BCF-Implementation-Timetable](#)

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## Section 9 - Monitoring and Evaluation

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### Q20. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

**Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).**

The project management committee will maintain oversight of monitoring and evaluation processes, taking an adaptive management approach, incorporating learning or suggestions for improvements for current or future project delivery. Sophie Kirklin, SOS' Programme Manager and MEL expert will be responsible for completion of all MEL activity.

Monitoring of project impact will be gathered in several ways, to incorporate the viewpoints and perceptions of SOS, YOSL-OIC and TaHuKah team members. Trainers will regularly assess trainee learning progress against baselines (determined by assessing knowledge levels, confidence and attitudes), in tandem with monitoring the number of help requests. Trainees will also be asked to self-assess progress.

All members of the project team and trainees will have the opportunity to anonymously give feedback and make suggestions for project delivery.

Outcome: monitored through anonymous feedback from training participants; SOS technical support 'helpdesk' request logs; annual TaHuKah and YOSL-OIC programme planning documents; bi-annual programme progress reviews; quarterly check-ins.

Output 1: monitored through progress and availability of final documents (organisational strategy, change management roadmap, 12-month activity plan).

Output 2: monitored through records of participants involved in training; number of new resources and availability; feedback from trainees about satisfaction with accessibility of help.

Output 3: monitored through assessment of skills in MEL and external communication (baseline and regular monitoring and ongoing assessment (during monthly call-ins)); anonymous opinion poll about the perceived importance of collecting MEL data; quality and timeliness of reports received from YOSL-OIC and TaHuKah.

**Total project budget for M&E in GBP (this may include Staff and Travel and Subsistence costs)**

██████████

**Percentage of total project budget set aside for M&E**

█

**Number of days planned for M&E**

35

## Section 10 - Indicators of Success

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### Q21. Indicators of success

Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.

See the Monitoring, Evaluation and Learning Guidance for advice on selecting SMART indicators and milestones.

Please note that the number of participants in training is not an output, please consider how to measure the success of the training rather than participation in training.

In the table below please outline your Outcome and between 1-4 Outputs. Each statement should have between 2-3 SMART indicators and end target (figure/state/quality) including how you would evidence achievement – i.e. “Means of Verification”.

	SMART Indicator	Means of Verification
<p><b>Outcome</b></p> <p>YOSL-OIC and TaHuKah’s teams are better able to successfully plan, develop, implement and monitor community-based orangutan conservation and forest-friendly livelihood programmes, in landscapes that are strategically important for habitat connectivity.</p>	<p>0.1 At the end of the funding period, YOSL-OIC and TaHuKah teams (30 people) report greater confidence and capacity to plan, deliver and monitor conservation programmes</p> <p>0.2 Reduction in technical ‘helpdesk’ support requests from YOSL-OIC and TaHuKah to SOS by the end of the funding period.</p> <p>0.3 By the end of the funding period, the TaHuKah team (12 people) have confidently increased their technical understanding and overall programme planning skills and accountabilities to take a leading role in ongoing conservation partnership programmes to protect strategically important rainforest landscapes and critically endangered orangutans in Sumatra.</p>	<p>0.1 Anonymous feedback from training participants.</p> <p>0.2 SOS technical support ‘helpdesk’ request logs.</p> <p>0.3 Annual TaHuKah programme planning documents, bi-annual programme progress reviews, anonymous feedback from training participants and quarterly check-ins.</p>
<p><b>Output 1</b></p> <p>Sumatran conservation organisations YOSL-OIC and TaHuKah have a clear strategic approach and enhanced organisational management capacity.</p>	<p>1.1 By Q2 Y1 YOSL-OIC and TaHuKah change management roadmaps have been created.</p> <p>1.2 By Q3 Y1 YOSL-OIC 5-year strategy document and 12-month activity plan have been created.</p> <p>1.3 By Q4 Y1 the new Operational and HR manual is available to TaHuKah and YOSL-OIC staff members for use.</p>	<p>1.1 &amp; 1.2 Availability of final documents.</p> <p>1.3 Number of staff with access to manuals (including online access and physical copies).</p>

## Output 2

Sumatran conservation organisation TaHuKah has the specific technical skills, knowledge, resources and experience required to implement landscape-scale conservation programmes in key rainforest landscapes, through long term partnerships with forest-edge communities.

2.1 By the end of the funding period 12 members of the TaHuKah team have taken part in a total of 52 days of intensive training in specific technical areas required, through action learning/on the job training with external experts and the SOS team, as well as ongoing mentoring and ad hoc support via a helpdesk approach.

2.1 Baseline assessment of skills, regular skills and knowledge monitoring and ongoing assessment (during regular call-ins) by SOS team.

2.2 Availability of specialist resources.

2.2 By the end of the funding period 6 new resources for delivery of specialist technical areas have been created.

---

## Output 3

Sumatran conservation organisations TaHuKah and YOSL-OIC have enhanced skills and capacity in monitoring, evaluation and learning, and external communication and promotion of programmes for reporting and further investment.

3.1 By the end of the funding period key members of the YOSL-OIC and TaHuKah team (30 people) have received intensive training in monitoring, evaluation and learning (8 days) and external communication (4 days) from the SOS team and external experts.

3.1 Baseline assessment of skills in monitoring, evaluation and learning and external communication, regular skills and knowledge monitoring and ongoing assessment (during monthly call-ins) by SOS team.

3.2 Anonymous opinion poll from staff about perceived importance of collecting MEL data.

3.2 By the end of the project period the importance of providing good quality MEL data is understood across the TaHuKah and YOSL-OIC teams.

3.3 i) Good quality reports received by SOS, with sufficient detail to enable MEL.

3.3 By Q1 Y2 the quality (high standard, with required detail) and timeliness of reports to SOS has started to increase. Delays in information gathering or sharing are flagged in advance to enable mitigation activity.

2) Online report tracker recording reporting requirements and timeline.

3.4 Availability of exit strategy plan document

3.4 By Q1 Y2 an exit strategy plan for the project has been formulated

---

## Output 4

No Response

No Response

No Response

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## Activities

**Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.**

Activity 1.1 Four-day workshop for YOSL-OIC and TaHuKah to assess current operations and management strengths and weaknesses, identify strategy and roadmap for change management process (10 people)

Activity 1.2 Five-day workshop for YOSL-OIC and 10-day support of writing and revision to create organisational strategy document for next five years (16 people).

Activity 1.3 Four-day training on development of operations and HR manual (8 people).

Activity 1.4 Provision of technical assistance to YOSL-OIC and TaHuKah (online training) to develop new operations and HR manual.

Activity 1.5 Monthly check-ins with managerial team at YOSL-OIC and TaHuKah to identify issues in applying operations and HR manual.

Activity 1.6 Ad-hoc technical support from SOS (helpdesk) – available whenever YOSL-OIC and TaHuKah team have questions or require support regarding Operations and HR.

Activity 2.1 Four-day training in GIS data collection, input, sharing and analysis, plus remote sensing (14 people).

Activity 2.2 Four-day intensive training in operating SOS' RimbaLab WEBGIS platform and RimbaLab Application for data collection on smartphone and tablet (20 people).

Activity 2.3 Four-day intensive training plus on-the-job learning/mentoring in anthropological, ethnographic and participant-observation methods; forest-edge community outreach and engagement, and how to address community conflicts (8 people).

Activity 2.4 Resource development: (1) RimbaLab WEBGIS platform (2) RimbaLab App (3) Patrol and HOCRU SOPs (4) Community engagement toolkit (5) social and environmental safeguarding policies (6) community survey pocket books.

Activity 2.5 Intensive training: establishing social community-level forestry schemes (4-days - 8 people); administrative processes required in social forestry schemes (4-days - 8 people); results-based payment and compliance mechanisms (4-days - 8 people).

Activity 2.6 Four-day workshop about Nature based Solutions approach, including CCB and Plan Vivo standards for results-based payment schemes (20 people).

Activity 2.7 Two four-day training sessions in village planning and development policy tools, and how to successfully integrate nature conservation and Natural Resource Management (NRM) into these plans (8 people).

Activity 2.8 Two four-day training sessions in strategic landscape-scale conservation planning, to create connectivity and resilience (16 people).

Activity 2.9 Four-day workshop regarding analysis of national and regional government policy, to identify and navigate conservation opportunities and threats from Suer (SOS Environmental Lawyer/Policy analyst) (8 people).

Activity 2.10 Four-day training in the establishment of SOPs for collaborative patrol units (SMART) and HOCRU teams (12 people).

Activity 2.11 Regular (weekly or monthly) remote check-ins between trainers and trainees on all taught skills (including action learning reviews where appropriate).

Activity 2.12 Ad hoc support given to TaHuKah and OIC teams (as requested) via established and dedicated helpdesk.

Activity 3.1 Four-day workshop to establish a comprehensive and demand-driven MEL framework with YOSL-OIC and TaHuKah (key staff) for all programmes - including Darwin capacity building (10 people).

Activity 3.2 Four-day training on how to use MEL framework and related reporting mechanism, and establishment and integration of project exit strategy into Darwin capacity building MEL (online) (10 people).

Activity 3.3 Monthly check-in with managerial level of frontline project partners to assist with uploading MEL data.



Activity 3.4 Ad-hoc technical support (helpdesk) – whenever frontline partners have questions or require support regarding MEL framework.

Activity 3.5 Four-day workshop for TaHuKah and YOSL-OIC to develop external communication strategy and plan, including on social media (10 people).

Activity 3.6 Monthly check-ins with communication team to assess, evaluate and provide technical guidance regarding past communication releases and upcoming communication plans.

Activity 3.7 Ad-hoc technical support (helpdesk) – whenever TaHuKah and YOSL-OIC team have questions or require support in the development of communication plan and messages.

### **Important Assumptions:**

#### **Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.**

If training results in improved technical knowledge and skills and the confidence to utilise these  
and

If use of the new knowledge and skills increases and becomes embedded as standard practice  
and

If the planning and monitoring documents created by each organisation accurately reflect activity in practise  
and

If both organisations continue to prioritise the ongoing professional development of their staff  
then

The expertise will be retained and the impact will improve

So that

A locally-owned evidence base for effective, community-led conservation programmes in orangutan landscapes can develop and the approach can be replicated and scaled in other locations.

## **Section 11 - Budget and Funding**

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### **Q22. Budget**

**Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.**

**Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the [Finance Guidance](#) for more information.**

- [Budget form for projects under £100,000](#)
- [Budget form for projects over £100,000](#)

**Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.**

**NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.**

**Please upload the Lead Partner's accounts (or other financial evidence – see Finance Guidance) at the certification page at the end of the application form.**

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 [SOS BCF budget](#)

 04/11/2022

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 xlsx 67.25 KB

## Q23. Funding

**Q23a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?**

Development of existing work

### Please provide details:

This project builds on existing work. Over the last two years, together with YOSL-OIC, we have been delivering our programme to connect critical orangutan landscapes and develop forest friendly livelihoods in our priority landscapes, West Toba and Batang Toru, funded through a combination of grants, philanthropic donations and corporate support.

As part of these programmes we have been working to upskill YOSL-OIC's team and build their capacity to take on a growing role in implementation and future scaling.

However, given recent developments (YOSL-OIC's wish to focus on consolidating and enhancing their established ongoing projects, and TaHuKah's inception as a new organisation focussed on delivering landscape-scale conservation programmes), there is now a need to refocus and formalise this upskilling and capacity building work, to make it as targeted and effective as possible.

This will ensure that:

TaHuKah can swiftly and effectively take on the role required to ensure no interruption to vital ongoing rainforest conservation programmes,

YOSL-OIC can bolster their capacities to successfully deliver their valuable ongoing projects,

Together they can achieve meaningful conservation impact and enhance orangutan conservation efforts in Sumatra.

**Q23b. Are you aware of any current or future plans for similar work to the proposed project?**

No

## Q24. Capital items

**If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

The budget does not include any capital costs.

## Q25. Value for Money

**Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Please make sure you read the guidance documents, before answering this question.**

Economy and Efficiency:

Equipping local conservation practitioners with key skills - and the ability to train others - provides long-term cost-effectiveness, reducing the need to bring in additional expertise in the future. We will embed integrated financial systems to ensure robust oversight of financial management, and enhance efficiency by using existing resources, reducing travel costs and providing remote mentorship and support where appropriate. Sharing of tools and resources will enhance capacities of sector peers, and ██████ of the project costs will be met through matched funding.

Effectiveness:

Previous capacity building investments by our partners, through short-term training and one-off workshops by various providers, have been helpful in introducing key concepts and tools for project planning, delivery and monitoring, but these have tended not to become embedded in the organisation, due to a lack of ongoing support. Our proposed approach will build the conditions for the successful adoption and long-term deployment of targeted skills through action learning and mentorship, as well as the creation of tools and resources which will support the longevity of impact.

Training and technical support are designed to ensure long term success in delivery of strategic, evidence-based and community-led approaches - ensuring programmes are effective in reducing deforestation and reducing poverty.

Equity:

Each skills area enables teams to tailor programmes to local contexts and the complexities and dynamics of forest-edge communities. Taking an environmental anthropology approach means the team can gain detailed information and design programmes to ensure equitable access to activities and benefits for marginalised groups.

## Section 12 - Safeguarding and Ethics

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### Q26. Safeguarding

**Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.**

**Please confirm the Lead Partner has the following policies in place and that these can be available on request:**

**Please upload the Lead Partner's Safeguarding Policy as a PDF on the certification page.**

<b>We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse</b>	Checked
<b>We have attached a copy of our safeguarding policy to this application (file upload on certification page)</b>	Checked
<b>We keep a detailed register of safeguarding issues raised and how they were dealt with</b>	Checked
<b>We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made</b>	Checked
<b>We share our safeguarding policy with all partners</b>	Checked
<b>We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised</b>	Checked
<b>We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards</b>	Checked

**Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the same standards as the Lead Partner. If any of the responses are "no", please indicate how it is being addressed.**

SOS's safeguarding policy commits to addressing safeguarding issues through the three pillars of prevention, reporting and response.

SOS staff receive training on the safeguarding policy. Adherence to our Code of Conduct is a condition of employment and of engagement of partners, training participants and training delivery persons.

All contracts and grant agreements include conditions of adherence to the safeguarding policy, and briefings on expectations, protocols and how to use safeguarding incident forms are made available to all project staff.

The safeguarding register is shared with SOS Board of Trustees on a quarterly basis for review and response.

## Section 13 - FCDO Notifications

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### Q27. FCDO Notifications

Please state whether there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project's success in the Darwin Initiative in any country.

No

Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them.

Yes (no written advice)

## Section 14 - Project Staff

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### Q28. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance.

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Koen Meyers	Project Leader	16	Checked
Sophie Kirklin	Programme Manager and MEL expert	25	Checked
Rina Purwaningsih	Senior GIS expert	25	Checked
Darmanto Simaepa	Senior Environmental Anthropologist	25	Checked

Do you require more fields?


Yes


Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Umi Purnamasari	Social Forestry expert	80	Checked

Rhido Dharmawan	Software development expert	100	Checked
Juang Laiya	Communication expert	100	Checked
Suer Suryadi	Senior Policy Adviser and Law enforcement expert	100	Checked
Ni'am Lubabun	Community engagement expert	100	Checked
Rahma Akbari	Operations and Management	100	Checked
Fransisca Ariantiningasih	Director, YOSL-OIC	12	Checked
Erwin Alamsyah Siregar	Director, TaHuKah	12	Checked

**Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.**


**Ensure the file is named clearly, consistent with the named individual and role above.**


 CVs of core team


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 CVs of trainees

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**Have you attached all project staff CVs?**

Yes

## Section 15 - Project Partners

### Q29. Project Partners

**Please list all the Project Partners (including the Lead Partner) – i.e. the partner who will administer the grant and coordinate the delivery of the project), clearly setting out their roles and responsibilities in the project and the extent of their engagement so far and planned.**

**This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.**

**Lead Partner name:** Sumatran Orangutan Society

**Website address:** <https://www.orangutans-sos.org/>

**Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):**

SOS has been working in Sumatra for over 20 years, and has close relationships with local partners and stakeholders; a detailed understanding of threats and opportunities for orangutans and rainforest habitat in Sumatra; and the systems and team in place to lead this project.

The SOS team includes sector-leading, Indonesian specialists in GIS mapping and analysis, environmental anthropology and community engagement and UK-based expertise in MEL systems. SOS Conservation Director has over 15 years experience of conservation practice in Indonesia, and in 2021 was awarded a certificate of appreciation from the Indonesian Government for his contribution to conservation.

SOS is already leading on implementation of landscape-scale conservation programmes in two priority landscapes in Sumatra, identified as a result of intensive landscape mapping and analysis to identify the hotspots. SOS will convene the Project Board and will continue to lead on overall project management and oversight, training delivery (including management of external consultants), and budgetary management.

Neither TaHuKah (as a new organisation) or YOSL-OIC have capacity or wish to undertake the lead partner role.

---

**International/In-country Partner**

International

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**Allocated budget (proportion or value):**

██████████

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**Represented on the Project Board (or other management structure)**

Yes

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**Have you included a Letter of Support from this partner?**

Yes

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**Do you have partners involved in the Project?**

Yes

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**1. Partner Name:**

Yayasan Orangutan Sumatera Lestari-Orangutan Information Centre (YOSL-OIC)

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**Website address:**

<https://orangutancentre.org/>

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**What value does this Partner bring to the project?**

**(including roles, responsibilities and capabilities and capacity):**

YOSL-OIC was co-founded by SOS in 2001. Since then, YOSL-OIC has been working (in close partnership with SOS) on projects dedicated to protecting orangutans and their rainforest habitat, as well as projects focused on other species.

As a result of these 21 years of on-the-ground experience in northern Sumatra, YOSL-OIC has a lot of value to bring to this project:

- a) A wealth of knowledge on local and effective conservation interventions. Sharing this knowledge with newer organisation TaHuKah will be extremely valuable and will provide important context to trainings;
- b) An extensive network of stakeholders and contacts in Sumatra which will prove valuable for other partners and the dissemination of project learnings;
- c) A strong understanding of their own gaps and areas which need improvement - YOSL-OIC has expressed the desire to build on organisational skills and create a new strategy, and this is reflected in the activities. A desire for the interventions of this project, and intention to embed impacts of capacity building in the organisation, will build long-lasting and meaningful capacity. In addition, a representative from YOSL-OIC will sit on the project board, bringing the above benefits to all project discussions.

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**International/In-country Partner**

In-country

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**Allocated budget:**

██████████

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**Representation on the Project Board (or other management structure)**

Yes

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**Have you included a Letter of Support from this partner?**

Yes

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**2. Partner Name:**

Tangguh Hutan Khatulistiwa (TaHuKah)

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**Website address:**

N/a

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**What value does this Partner bring to the project?**

**(including roles, responsibilities and capabilities and capacity):**

TaHuKah is newly established, bringing together local experts with the aim of implementing large scale, community-based programmes in priority rainforest landscapes in Sumatra, inspired by SOS' new strategy.

Though the organisation is new, TaHuKah's team have all been involved in projects in our priority landscapes, and more widely across Sumatra, for many years. They bring significant rainforest conservation experience and as well as detailed knowledge and local understanding of the landscapes we are working within, including navigating key socio-political dynamics.

The organisation's capacity and capabilities will be significantly developed through this project. The TaHuKah team (both the current team and new team members recruited before the project start date) will be recipients of technical training in specific skills required for the effective delivery of conservation programmes in forest-edge villages in orangutan landscapes.

TaHuKah will support with monitoring and evaluation of the project (including opportunities to feedback and shape improvements).

The interplay between the team's existing experience, local knowledge and networks, and the new technical skills and expertise they will gain through this project will ensure they are perfectly placed to take a growing role in programme planning, design and development - eventually leading on scaling of the approach.

**International/In-country Partner**  In-country

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**Allocated budget:** ██████████

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**Representation on the Project Board (or other management structure)**  Yes

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**Have you included a Letter of Support from this partner?**  Yes

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**3. Partner Name:** *No Response*

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**Website address:** *No Response*

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**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

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**Allocated budget:** £0.00

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**Representation on the Project Board (or other management structure)**  Yes  
 No

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**Have you included a Letter of Support from this partner?**  Yes  
 No

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**4. Partner Name:** *No Response*

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**Website address:** *No Response*

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**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---



**Representation on the Project Board (or other management structure)**  Yes  
 No

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**Have you included a Letter of Support from this partner?**  Yes  
 No

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**5. Partner Name:** *No Response*

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**Website address:** *No Response*

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**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

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**Have you included a Letter of Support from this partner?**  Yes  
 No

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**6. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

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**Have you included a Letter of Support from this partner?**  Yes  
 No

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**If you require more space to enter details regarding Partners involved in the project, please use the text field below.**

*No Response*

**Please provide a combined PDF of all letters of support.**

 [Letters of support](#)

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## Section 16 - Lead Partner Capability and Capacity

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Q30. Lead Partner Capability and Capacity

**Has your organisation been awarded Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund funding before (for the purposes of this question, being a partner does not count)?**

No

**If no, please provide the below information on the lead partner.**

**What year was your organisation established/ incorporated/ registered?** 01 January 2001

---

**What is the legal status of your organisation?**  NGO

---

**How is your organisation currently funded?** SOS aims for a varied range of income streams. In the last financial year these were: 48% from individual giving (including major donors), 21% corporate support, 16% trusts and foundations, 8% from gifts-in-kind, 5% from in-memoriam donations and 2% from community fundraising.

---

**Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.**

**Aims** At SOS our mission is to support forest-edge communities, local authorities and our network of frontline partners to protect, rewild and connect the Sumatran rainforest to halt the decline of critically endangered Sumatran and Tapanuli orangutans – and help in the fight against the global climate crisis.

**Activities** SOS works with local partners in orangutan landscapes towards our vision of wild orangutans thriving in resilient forests. We support the long-term conservation of these globally important rainforests through progressive, community-based conservation programmes, which address and overcome local pressures on orangutans by engaging forest-edge communities in strategic conservation action.

**Achievements** Since 2001, we have supported the restoration of over 2,000 hectares of orangutan habitat by planting more than 2 million trees, championed forest-edge communities and engaged 10,000 local people in conservation action. Working in partnership with local communities is a cornerstone to this success.

**Provide detail of 3 contracts/projects held by the Lead Partner that demonstrate your credibility as an organisation and provide track record relevant to the project proposed.**

**These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.**

**Contract/Project 1 Title** Building Ecosystem Resilience for Orangutans and Communities in West Toba, Sumatra

**Contract Value/Project budget (include currency)**

██████████

**Duration (e.g. 2 years 3 months)**

2 years

**Role of organisation in project**

SOS is the lead organisation in the planning, design, monitoring and adaptive management of this project, as well as providing substantial technical support to frontline delivery partners.

**Brief summary of the aims, objectives and outcomes of the project**

This project provides a collaborative pathway to forest protection and socio-economic development in West Toba, a key orangutan habitat landscape. By working with three key villages to co-design community-based conservation programmes, our goal is to break the link between poverty and unsustainable forest exploitation, halt future land clearing and degradation, and secure long-term protection of the high conservation value forests. Our 'toolkit' of community-based conservation and development interventions is tailored to each community - including social forestry, and forest-friendly livelihoods development - supporting forest-edge communities to transition from an exploitative to sustainable forest stewardship approach.  
This is an ongoing project.

**Client/independent reference contact details (Name, e-mail)**

Cadi Pink, Head of Supply Chain Impact and Environmental Impact at Lush Cosmetics, cadi@lush.co.uk

**Contract/Project 2 Title** Supporting community-led protection and restoration of orangutan habitat in North Sumatra

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**Contract Value/Project budget (include currency)** [REDACTED]

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**Duration (e.g. 2 years, 3 months)** 4 years

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**Role of organisation in project** We supported our frontline delivery partners in the identification of strategic locations for the establishment of community-led forest restoration sites, provided funding, and provided ongoing technical support for the monitoring and enhancement of these projects.

---

**Brief summary of the aims, objectives and outcomes of the project** We support our frontline partners' work with forest-edge communities to rewild and protect orangutan habitat throughout northern Sumatra. Over the last 4 years, more than 500,000 trees have been planted on over 300 hectares of degraded land, which have been reclaimed for nature and are now thriving young forests. Wildlife is starting to return to these areas, including orangutans, elephants, tigers and sun bears. Each of these trees represents hours of work in community relationship-building, biodiversity surveys and tree maintenance – all vital elements in making the restoration sites work for people as well as biodiversity.

---

**Client/independent reference contact details (Name, e-mail)** Katrina Farmer, Senior European Brand Manager at Ecotone UK, katrina.farmer@ecotone.bio

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**Contract/Project 3 Title** Conservation Leadership in Orangutan Landscapes

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**Contract Value/Project budget (include currency)** [REDACTED]

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**Duration (e.g. 2 years, 3 months)** 1 year

---

**Role of organisation in project** Leading on conservation strategy and priority setting, and supporting delivery partner technical capacity development.

---

**Brief summary of the aims, objectives and outcomes of the project** In 2020 SOS reviewed its activity and impact to develop a new strategy to guide more effective conservation practice. We undertook a capacity needs assessment and identified areas for development with our partners in Sumatra; established detailed landscape analysis, mapping and planning systems to identify priority landscapes and strategic indicators for community engagement; and developed a toolkit of interventions designed to adapt and respond to the dynamic nature of conservation in Sumatra. SOS has now launched our strategy to 2030 which has communities at its heart, focused on conservation interventions that protect, rewild and connect critical, strategically identified orangutan landscapes.

---

**Client/independent reference contact details (Name, e-mail)** Fransisca Ariantiningasih, Executive Director, Yayasan Orangutan Sumatera Lestari - Orangutan Information Centre - fransisca@orangutancentre.org

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**Have you provided the requested signed audited/independently examined accounts (or other financial evidence - see Finance Guidance)?**

**If yes, please upload these on the certification page. Note that this is not required from Government Agencies.**

Yes

## Section 17 - Certification

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### Q30. Certification

**On behalf of the**

Trustees

**of**

Sumatran Orangutan Society

**I apply for a grant of**

██████████

**I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.**

**(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)**

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, Safeguarding Policy and project implementation timetable
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence - see Finance Guidance) are also enclosed.





Checked

**Name** Helen Buckland

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**Position in the organisation** Director

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**Signature (please upload e-signature)**  [Helen Buckland signature](#)  
 07/11/2022  
 09:54:28  
 jpg 63.19 KB

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**Date** 07 November 2022

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Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)

- 
-  [SOS annual accounts](#)
  -  04/11/2022
  -  13:10:18
  -  pdf 808.3 KB

Please upload the Lead Partner's Safeguarding Policy as a PDF

- 
-  [SOS safeguarding policy \(1\)](#)
  -  04/11/2022
  -  13:00:38
  -  pdf 259.54 KB

## Section 18 - Submission Checklist

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### Checklist for submission

	Check
<b>I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Risk Management Guidance", and "Finance Guidance".</b>	Checked
<b>I have read, and can meet, the current Terms and Conditions for this fund.</b>	Checked
<b>I have provided actual start and end dates for the project.</b>	Checked
<b>I have provided my budget based on UK government financial years i.e. 1 April - 31 March and in GBP.</b>	Checked
<b>I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>	Checked
<b>The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>	Checked
<b>I have attached the below documents to my application:</b>	Checked
<ul style="list-style-type: none"><li>• My budget (which meets the requirements above)</li></ul>	
<ul style="list-style-type: none"><li>• My completed implementation timetable as a PDF using the template provided</li></ul>	Checked
<ul style="list-style-type: none"><li>• I have included a 1 page CV or job description for all the Project Staff identified at Question 28, including the Project Leader, or provided an explanation of why not.</li></ul>	Checked
<ul style="list-style-type: none"><li>• A letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not.</li></ul>	Checked
<ul style="list-style-type: none"><li>• I have included a cover letter from the Lead Partner, outlining how any feedback received 1 has been addressed where relevant.</li></ul>	Checked

• I have included a copy of the Lead Partner’s safeguarding policy, which covers the criteria listed in Question 26.

Checked

• I have included a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance), or provided an explanation if not.

Checked

(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.

Checked

I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.

Checked

I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.

Checked

I have read and understood the Privacy Notice on the Darwin Initiative website.

Checked

**We would like to keep in touch!**

**Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.**

Checked

**Data protection and use of personal data**

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

Project Title: Enhancing local technical skills and capacity for orangutan conservation in Sumatra.

Project Summary	SMART Indicators	Means of Verification	Important Assumptions
<p><b>Impact:</b> Local conservation organisations in Sumatra, Indonesia have enhanced capability and capacity to successfully protect globally important rainforest landscapes and the critically endangered orangutans that rely on them. (Max 30 words)</p>			
<p><b>Outcome:</b> (Max 30 words)</p> <p>YOSL-OIC and TaHuKah’s teams are better able to successfully plan, develop, implement and monitor community-based orangutan conservation and forest-friendly livelihood programmes, in landscapes that are strategically important for habitat connectivity.</p>	<p>0.1 At the end of the funding period, YOSL-OIC and TaHuKa team (30 people) report greater confidence and capacity to plan, deliver and monitor conservation programmes</p> <p>0.2 Reduction in technical ‘helpdesk’ support requests from OIC and TaHuKa to SOS by the end of the funding period.</p> <p>0.3 By the end of the funding period, the TaHuKa team (12 people) have confidently increased their technical understanding and overall programme planning skills and accountabilities to take a leading role in ongoing conservation partnership programmes to protect strategically important rainforest landscapes and critically endangered orangutans in Sumatra.</p>	<p>0.1 Anonymous feedback from training participants.</p> <p>0.2 SOS technical support ‘helpdesk’ request logs.</p> <p>0.3 Annual TaHuKah programme planning documents, bi-annual programme progress reviews, anonymous feedback from training participants and quarterly check-ins.</p>	<p>0.1 No positive reporting bias from trainees.</p> <p>0.2 Increased skills and confidence lead to fewer support requests.</p> <p>0.3 Planning documents are owned and created by TaHuKah and accurately reflect activity in practice.</p> <p>0.4 TaHuKah’s management continues to prioritise the ongoing professional development of their staff, supporting their attendance at training sessions and self-directed learning</p>



Project Title: Enhancing local technical skills and capacity for orangutan conservation in Sumatra.

<p><b>Outputs:</b></p> <p>1. Sumatran conservation organisations YOSL-OIC and TaHuKah have a clear strategic approach and enhanced organisational management capacity.</p>	<p>1.1 By Q2 Y1 YOSL-OIC and TaHuKah change management roadmaps have been created.</p> <p>1.2 By Q3 Y1 YOSL-OIC 5-year strategy document and 12-month activity plan have been created.</p> <p>1.3 By Q4 Y1 the new Operational and HR manual is available to TaHuKah and YOSL-OIC staff members for use.</p>	<p>1.1 &amp; 1.2 Availability of final documents.</p> <p>1.3 Number of staff with access to manuals (including online access and physical copies).</p>	<p>1.1 Strategies are implemented</p> <p>1.3 If they have access, staff members will use manual to improve programme delivery on the ground.</p>
<p>2. Sumatran conservation organisation TaHuKah has the specific technical skills, knowledge, resources and experience required to implement landscape-scale conservation programmes in key rainforest landscapes, through long term partnerships with forest-edge communities.</p>	<p>2.1 By the end of the funding period 12 members of the TaHuKah team have taken part in a total of 52 days of intensive training in specific technical areas required , through action learning/on the job training with external experts and the SOS team, as well as ongoing mentoring and ad hoc support via a helpdesk approach.</p> <p>2.2 By the end of the funding period 6 new resources for delivery of specialist technical areas have been created.</p>	<p>2.1 Baseline assessment of skills, regular skills and knowledge monitoring and ongoing assessment (during regular call-ins) by SOS team.</p> <p>2.2 Availability of specialist resources.</p>	<p>2.1 Training results in improved knowledge and skills.</p>

Project Title: Enhancing local technical skills and capacity for orangutan conservation in Sumatra.

<p>3. Sumatran conservation organisations TaHuKah and YOSL-OIC have enhanced skills and capacity in monitoring, evaluation and learning, and external communication and promotion of programmes, for reporting and to encourage further investment/support.</p>	<p>3.1 By the end of the funding period key members of the YOSL-OIC and TaHuKah team (30 people) have received intensive training in monitoring, evaluation and learning (8 days) and external communication (4 days) from the SOS team and external experts.</p> <p>3.2 By the end of the project period the importance of providing good quality MEL data is understood across the TaHuKah and YOSL-OIC teams.</p> <p>3.3 Q1 Y2 the quality and timeliness of reports to SOS (high standard, with required detail) has started to increase. Delays in information gathering or sharing are flagged in advance to enable mitigation activity.</p> <p>3.4 By Q1 Y2 an exit strategy plan for the project has been formulated</p>	<p>3.1 Baseline assessment of skills in monitoring, evaluation and learning and external communication, regular skills and knowledge monitoring and ongoing assessment (during monthly call-ins) by SOS team.</p> <p>3.2 Anonymous opinion poll from staff about perceived importance of collecting MEL data.</p> <p>3.3 i) Good quality reports received by SOS, with sufficient detail to enable MEL. ii) Online report tracker recording reporting requirements and timeline.</p> <p>3.4 Availability of exit strategy plan document</p>	<p>3.1 Training results in improved knowledge and skills.</p> <p>3.2 Understanding the importance of MEL leads to increased quality.</p> <p>3.3 Report quality and timeliness will continue to improve throughout the remainder of the funding period.</p> <p>3.4 The exit strategy plan will be used as guidance post-project, ensuring the sustainability of the capacity built in the YOSL-OIC and TaHuKah teams.</p>
<p><b>Activities</b> (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1. Each activity should start on a new line and be no more than approximately 25 words.)</p>			

Project Title: Enhancing local technical skills and capacity for orangutan conservation in Sumatra.

Activity 1.1 Four-day workshop for YOSL-OIC and TaHuKah to assess current operations and management strengths and weaknesses, identify strategy and roadmap for change management process (10 people)

Activity 1.2 Five-day workshop for YOSL-OIC and 10-day support of writing and revision to create organisational strategy document for next five years (16 people).

Activity 1.3 Four-day training on development of operations and HR manual (8 people).

Activity 1.4 Provision of technical assistance to YOSL-OIC and TaHuKah (online training) to develop new operations and HR manual.

Activity 1.5 Monthly check-ins with managerial team at YOSL-OIC and TaHuKah to identify issues in applying operations and HR manual.

Activity 1.6 Ad-hoc technical support from SOS (helpdesk) – available whenever YOSL-OIC and TaHuKah team have questions or require support regarding Operations and HR.

Activity 2.1 Four-day training in GIS data collection, input, sharing and analysis, plus remote sensing (14 people).

Activity 2.2 Four-day intensive training in operating SOS' RimbaLab WEBGIS platform and RimbaLab Application for data collection on smartphone and tablet (20 people).

Activity 2.3 Four-day intensive training plus on-the-job learning/mentoring in anthropological, ethnographic and participant-observation methods; forest-edge community outreach and engagement, and how to address community conflicts (8 people).

Activity 2.4 Resource development: (1) RimbaLab WEBGIS platform (2) RimbaLab App (3) Patrol and HOCRU SOPs (4) Community engagement toolkit (5) social and environmental safeguarding policies (6) community survey pocket books.

Activity 2.5 Intensive training: establishing social community-level forestry schemes (4-days - 8 people); administrative processes required in social forestry schemes (4-days - 8 people); results-based payment and compliance mechanisms (4-days - 8 people).

Activity 2.6 Four-day workshop about Nature based Solutions approach, including CCB and Plan Vivo standards for results-based payment schemes (20 people).

Activity 2.7 Two four-day training sessions in village planning and development policy tools, and how to successfully integrate nature conservation and Natural Resource Management (NRM) into these plans (8 people).

Activity 2.8 Two x four-day training sessions in strategic landscape-scale conservation planning, to create connectivity and resilience (16 people).

Activity 2.9 Four-day workshop regarding analysis of national and regional government policy, to identify and navigate conservation opportunities and threats from Suer (SOS Environmental Lawyer/Policy analyst) (8 people).

Activity 2.10 Four-day training in the establishment of SOPs for collaborative patrol units (SMART) and HOCRU teams (12 people).

Activity 2.11 Regular (weekly or monthly) remote check-ins between trainers and trainees on all taught skills (including action learning reviews where appropriate).

Activity 2.12 Ad hoc support given to TaHuKah and OIC teams (as requested) via established and dedicated helpdesk.

Activity 3.1 Four-day workshop to establish a comprehensive and demand-driven MEL framework with YOSL-OIC and TaHuKah (key staff) for all programmes - including Darwin capacity building (10 people).

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Activity 3.2 Four-day training on how to use MEL framework and related reporting mechanism, and establishment and integration of project exit strategy into Darwin capacity building MEL (online) (10 people).

Activity 3.3 Monthly check-in with managerial level of frontline project partners to assist with uploading MEL data.

Activity 3.4 Ad-hoc technical support (helpdesk) – whenever frontline partners have questions or require support regarding MEL framework.

Activity 3.5 Four-day workshop for TaHuKah and YOSL-OIC to develop external communication strategy and plan, including on social media (10 people).

Activity 3.6 Monthly check-ins with communication team to assess, evaluate and provide technical guidance regarding past communication releases and upcoming communication plans.

Activity 3.7 Ad-hoc technical support (helpdesk) – whenever TaHuKah and YOSL-OIC team have questions or require support in the development of communication plan and messages.

Project Title: Enhancing technical skills and capacity for orangutan conservation in Sumatra.

	Activity	No. months (min. 1)	Year 1 (23/24)				Year 2 (24/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 1</b>	<b>Sumatran conservation organisations YOSL-OIC and TaHuKah have a clear strategic approach and enhanced organisational management capacity.</b>									
1.1	Four-day workshop for YOSL-OIC and TaHuKah to assess current operations and management strengths and weaknesses, identify strategy and roadmap for change management process (10 people)	1								
1.2	Five-day workshop for YOSL-OIC and 10-day support of writing and revision to create organisational strategy document for next five years (16 people).	1								
1.3	Four-day training on development of operations and HR manual (8 people).	1								
1.4	Provision of technical assistance to YOSL-OIC and TaHuKah (online training) to develop new operations and HR manual.	1								
1.5	Monthly check-ins with managerial team at YOSL-OIC and TaHuKah to identify issues in applying operations and HR manual.	1								
1.6	Ad-hoc technical support from SOS (helpdesk) – available whenever YOSL-OIC and TaHuKah team have questions or require support regarding Operations and HR.	ad hoc								
<b>Output 2</b>	<b>Sumatran conservation organisation TaHuKa has the specific technical skills, knowledge, resources and experience required to implement landscape-scale conservation programmes in key rainforest landscapes, through long term partnerships with forest-edge communities.</b>									

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2.1	Four-day training in GIS data collection, input, sharing and analysis, plus remote sensing (14 people).	1							
2.2	Four-day intensive training in operating SOS' RimbaLab WEBGIS platform and RimbaLab Application for data collection on smartphone and tablet (20 people).	1							
2.3	Four-day intensive training plus on-the-job learning/mentoring in anthropological, ethnographic and participant-observation methods; forest-edge community outreach and engagement, and how to address community conflicts (8 people).	1							
2.4	Resource development: (1) RimbaLab WEBGIS platform (2) RimbaLab App (3) Patrol and HOCRU SOPs (4) Community engagement toolkit (5) social and environmental safeguarding policies (6) community survey pocket books.	18							
2.5	Intensive training: establishing social community-level forestry schemes (4-days - 8 people); administrative processes required in social forestry schemes (4-days - 8 people); results-based payment and compliance mechanisms (4-days - 8 people).	1							
2.6	Four-day workshop about Nature based Solutions approach, including CCB and Plan Vivo standards for results-based payment schemes (20 people).	1							
2.7	Two four-day training sessions in village planning and development policy tools, and how to successfully integrate nature conservation and Natural Resource Management (NRM) into these plans (8 people).	1							
2.8	Two x four-day training sessions in strategic landscape-scale conservation planning, to create connectivity and resilience (16 people).	1							
2.9	Four-day workshop regarding analysis of national and regional government policy, to identify and navigate conservation opportunities and threats (8 people).	1							
2.1	Four-day training in the establishment of SOPs for collaborative patrol units (SMART) and HOCRU teams (12 people).	1							

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2.11	Regular (weekly or monthly) remote check-ins between trainers and trainees on all taught skills (including action learning reviews where appropriate).	18								
2.12	Ad hoc support given to TaHuKah and OIC teams (as requested) via established and dedicated helpdesk.	ad hoc								
<b>Output 3</b>	<b>Sumatran conservation organisations TaHuKah and YOSL-OIC have enhanced skills and capacity in monitoring, evaluation and learning, and external communication and promotion of programmes for reporting and to encourage further investment/support.</b>									
3.1	Four-day workshop to establish comprehensive and demand-driven MEL framework with YOSL-OIC and TaHuKah (key staff) for all programmes - including Darwin capacity building (10 people).	1								
3.2	Four-day training on how to use MEL framework and related reporting mechanism, and establishment and integration of project exit strategy into Darwin capacity building MEL (online) (10 people).	1								
3.3	Monthly check-in with managerial level of frontline project partners to assist with uploading MEL data.	1								
3.4	Ad-hoc technical support (helpdesk) – whenever frontline partners have questions or require support regarding MEL framework.	ad hoc								
3.5	Four-day workshop for TaHuKah and YOSL-OIC to develop external communication strategy and plan, including on social media (10 people).	1								
3.6	Monthly check-ins with communication team to assess, evaluate and provide technical guidance regarding past communication releases and upcoming communication plans;	1								
3.7	Ad-hoc technical support (helpdesk) – whenever TaHuKah and YOSL-OIC team have questions or require support in the development of communication plan and messages.	ad hoc								