

## Darwin Initiative Capability & Capacity: Final Report

### Darwin Initiative Project Information

Project reference	DARCC027
Project title	Enhancing technical skills and capacity for orangutan conservation in Sumatra
Country(ies)	Indonesia
Lead Organisation	Sumatran Orangutan Society (SOS)
Project partner(s)	Yayasan Orangutan Sumatera Lestari-Orangutan Information Centre (YOSL-OIC); Tangguh Hutan Khatulistiwa (TaHuKah)
Darwin Initiative grant value	£152,028.00
Start/end dates of project	01/04/2023 to 31/03/2025
Project Leader's name	Helen Buckland
Project website/blog/social media	<a href="https://www.orangutans-sos.org/">https://www.orangutans-sos.org/</a> <a href="https://orangutancentre.org/">https://orangutancentre.org/</a> <a href="https://www.tahukah.org/en">https://www.tahukah.org/en</a>
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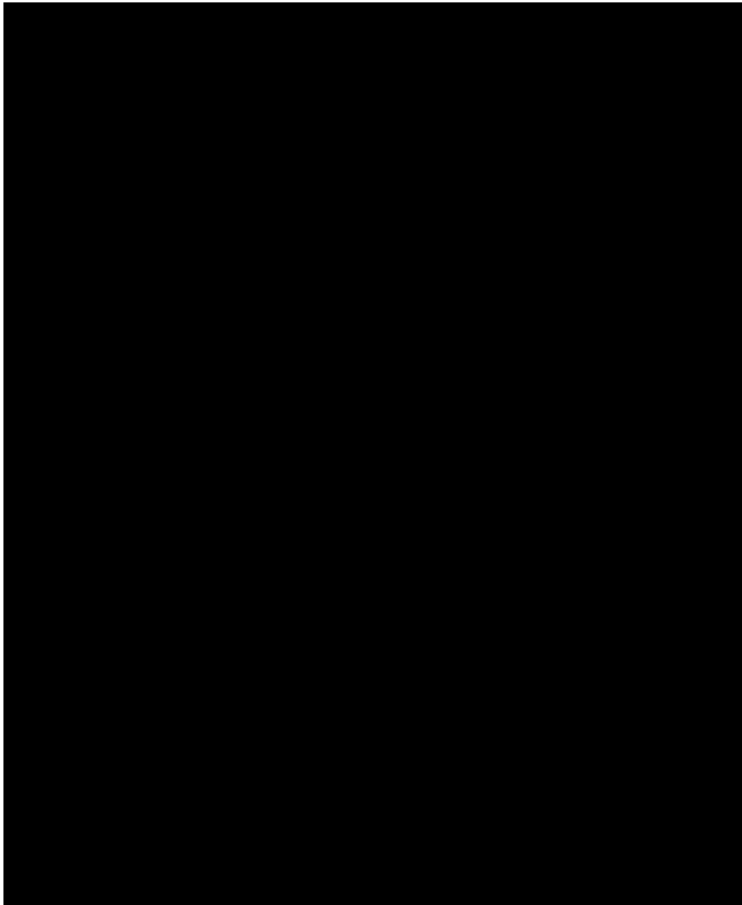
### 1. Project Summary

North Sumatra's rainforests, home to exceptional biodiversity and the last remaining habitats of the Critically Endangered Sumatran and Tapanuli orangutans, are under ongoing threat from habitat degradation and fragmentation. One of the few livelihood options available to forest-edge communities remains the clearance of forests for oil palm plantations and other monoculture crops. This not only jeopardises biodiversity but also increases the risks of flooding, landslides, and drought, contributing to regional instability and undermining global climate resilience.

This Darwin Capability and Capacity project aimed to address both biodiversity and human development challenges by strengthening local conservation capacity in North Sumatra. The project focused on organisational development and targeted skill-building to enhance the effectiveness of biodiversity protection while also improving poverty reduction outcomes. Our core premise is that when community interests are aligned with conservation goals, local people become powerful stewards of nature. Creating conditions in which communities benefit directly from protecting forests and biodiversity is not only a proven approach—it is essential for long-term conservation success.

The Sumatran Orangutan Society (SOS) has supported frontline conservation partners for over two decades, protecting and restoring vital rainforest ecosystems. In 2022, SOS adopted a landscape-scale, long-term, community-centred programmatic approach to conservation. Through detailed landscape analysis, we identified the West Toba region and the eastern block of the Batang Toru forest as priority areas, based on the severity of threats to orangutan habitat connectivity and forest integrity.

These areas now form the strategic focus of our conservation efforts (see Figure 1). This project aimed to build local capacity in these landscapes by supporting community-led forest management initiatives and strengthening the capabilities of our Indonesian partners. By integrating sustainable land-use planning with locally appropriate incentives—such as livelihood development and sustainable agriculture—we aim to empower communities to enhance and benefit from the protection of their natural environment.



Since 2022, we have been implementing our long-term, landscape-focused programme through deep and sustained engagement with forest-edge communities. However, early progress was slower than anticipated due to a lack of the specialist skills and technical capacities required to design and deliver effective community-centred conservation initiatives amongst frontline organisations. Key capacity gaps included financial monitoring, implementation of complex monitoring, evaluation and learning (MEL) systems, and the ability to conduct robust socio-political mapping and community engagement rooted in environmental anthropology.

The Darwin Capability and Capacity grant has been instrumental in addressing these challenges. It enabled a comprehensive package of training and upskilling activities for our local partner organisations, strengthening their technical capabilities and embedding sound organisational systems that underpin quality, sustainability, and strategic impact. The grant directly supported two frontline partners: **Yayasan Orangutan Sumatera Lestari–Orangutan Information Centre (YOSL-OIC)** and **Tangguh Hutan Khatulistiwa (TaHuKah)**. Drawing on two decades of conservation experience, SOS recognised that securing long-term community engagement and reducing forest loss at scale requires a broad and deep skillset. Prior to this project, much of that specialist expertise - particularly in technical and strategic areas - was held by a small number of SOS and partner staff, often international experts.

The two-year grant period proved pivotal, especially for TaHuKah, a relatively young organisation. With support from the programme, TaHuKah was able to accelerate its early-stage development and build the internal capacity needed to lead its own programmes with increasing autonomy. This foundation will enable the team to replicate and scale successful models across other priority landscapes, contributing to biodiversity conservation and poverty alleviation in tandem.

Through action learning, job shadowing, structured mentoring, and responsive ‘helpdesk’ support, SOS and expert trainers have helped both partner organisations gain the confidence and capacity to lead on strategic conservation delivery. They are now better equipped to design, implement, and scale impactful efforts to protect, connect, and rewild critical orangutan habitats.

## 2. Project Partnerships

SOS has worked in Sumatra for over 20 years, building trusted partnerships and a deep understanding of the conservation landscape. Our team includes leading Indonesian specialists in GIS, environmental anthropology, community engagement, and MEL, with our Conservation Director recognised by the Indonesian Government in 2021 for his contributions. SOS currently supports large-scale programmes in West Toba and Batang Toru, selected through rigorous landscape analysis. This project's partnership structure was shaped by needs identified by YOSL-OIC and TaHuKah during early planning. A Project Board, with representatives from all three organisations, was established in year one. SOS led on oversight, training coordination, and finance, while partners guided activity delivery and capacity-building priorities.

YOSL-OIC, with 21 years of operational experience and a strong local network, used the project to refresh its strategy and strengthen long-term impact. TaHuKah, established in 2022 by experienced conservationists, brought deep local knowledge and community engagement expertise. Capacity-building was tailored: YOSL-OIC focused on strategic planning, while TaHuKah emphasised technical systems and delivery. Both received HR and organisational support, adapted to their respective contexts.

Training participants were jointly selected to prioritise staff in MEL, finance, delivery, and stakeholder engagement. A key challenge - embedding MEL in daily practice - was addressed through adaptive mentoring, custom tools, and embedded support.

Partnerships built through the project will continue, with YOSL-OIC and TaHuKah playing key roles in future programme planning, grant proposals and frontline delivery in West Toba and Batang Toru. Informal collaboration with local specialists and government stakeholders, particularly in MEL and strategy development, further strengthened alignment with national and local priorities.

## 3. Project Achievements-

### 3.1 Outputs

**Output 1: Sumatran conservation organisations YOSL-OIC and TaHuKah have a clear strategic approach and enhanced organisational management capacity.**

- **Indicator 1.1:** By Q2 Y1, YOSL-OIC and TaHuKah change management roadmaps have been created (**ACHIEVED**).
  - **End of project status:** Both organisations have successfully developed change management roadmaps through workshops and ongoing support from expert consultant Rahma Akbari.
    - **YOSL-OIC:** Focused on addressing structural gaps, updating employment agreements, improving HR systems (e.g., performance management), and aligning financial practices with compliance standards. Recommendations were made to formalise processes to ensure long-term sustainability.
    - **TaHuKah:** As a start-up NGO, TaHuKah required foundational capacity-building, including developing organisational culture, employment agreements, and financial systems (e.g. budget monitoring). Rahma worked closely with the team, ensuring the roadmap is tailored and sustainable. Leadership development for TaHuKah management was identified as a future priority, with SOS committed to funding this.
  - **Evidence:** [REDACTED]
- **Indicator 1.2:** By Y1 Q3, YOSL-OIC's 5-year strategy document and 12-month activity plan have been created (**ACHIEVED**).
  - **End of project status:** YOSL-OIC now has a 5-year strategy and a detailed 12-month activity plan, outlining activities, timelines, funding needs, and priorities. In Year 2, SOS provided funding to support a strategy workshop, enabling the organisation to revise its strategy to align with shifting leadership and refine its activity plan, enhancing law enforcement, improving human-wildlife conflict resolution, strengthening forest protection, and expanding restoration projects, as well as introducing new mechanisms for sustainable livelihoods, research, knowledge management, conservation funding, and institutional development, with a focus on collaboration, financial standardisation, and long-term sustainability. Post-project support from SOS focuses on supporting OIC in enhancing their financial self-sustainability for select projects.

- **Evidence:** OIC's initial strategy document, created in Y1 and updated document, created in Y2. The structure created for the initial strategy and used to revise the updated strategy is shared in Annex 5c.
- **Indicator 1.3a:** By Q4 Y1, new Operational and HR manuals are agreed and complete (ACHIEVED).
- **Indicator 1.3b:** By the end of Y2, the Operational and HR manuals are available to all TaHuKah and YOSL-OIC staff members for use (ACHIEVED).
  - **End of Project status:**
    - *TaHuKah:* The HR and operational manual (Employee Handbook) is in place, with a workplan to enhance its depth. Staff training on the manual has been conducted and will continue, to ensure the knowledge is kept up to date and refreshed.
    - *YOSL-OIC:* The HR and operational manual is accessible to staff, and ongoing updates are being made to keep it relevant.
  - **Evidence:** Available manuals created and shared internally, and evidence of staff access and training; evidence of plans for regular policy reviews and refresher training for staff.

**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.**

- **Indicator 2.1a:** By the end of Y1 12 members of the TaHuKah team have taken part in a total of 24 days of intensive training in specific technical areas, 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 (ACHIEVED).
- **Indicator 2.1b:** By the end of Y2, 12 members of the TaHuKah team have taken part in a further 28 days (52 total) (ACHIEVED).
  - **End of Project status:**
    - 31 team members participated in 58 days of training, surpassing both targets for number of people and days. The team has gained hands-on experience through action-learning, field mentoring, and on-the-job training with experts (see Fig. 2)
  - **Evidence:** Training reports, training materials, attendance registers, photos. Baseline assessment of skills, regular skills and knowledge monitoring and ongoing assessment by SOS team (a selection of some examples of these can be seen in Annexe 5d).

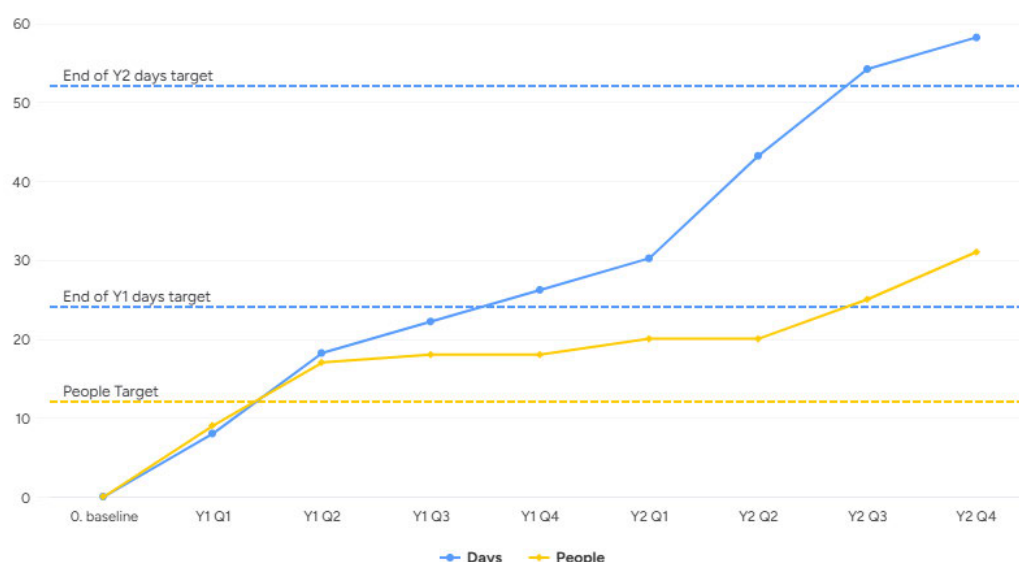


Figure 2: A graph showing progress to indicator 2.1, as well as targets for the end of Y1 and Y2 (Target for people is the same for each year).



- **Indicator 2.2a:** By the end of Y1 at least 2 new resources for delivery of specialist technical areas have been created (**ACHIEVED**).

**2.2b:** By the end of Q2 Y2 4 new resources (total 6) for delivery of specialist technical areas have been drafted (**ACHIEVED**).

**2.2c:** By the end of Q3 Y2 6 resources have been finalised and shared (**ACHIEVED**).

- **End of Project status:** Six technical resources have been created
- **Evidence:** Resources available [REDACTED] ongoing use and further development plans.

1. **Community Engagement Toolkit:** a practical guide for working with forest-edge communities. Authored by SOS Senior Environmental Anthropologist Darmanto Simaepa and consultant Lubabun Ni'am, with extensive input from the TaHuKah team, this toolkit provides comprehensive guidance on community engagement. Printed with custom illustrations, it has been distributed to TaHuKah field staff and retained in the office for reference; also available as a PDF. Ni'am will lead regular discussions on the toolkit's chapters to ensure its practical use and enhance team learning (Annex 5e).
2. **Community Survey Pocketbook:** simplified, field-friendly version of the toolkit. Derived from the Community Engagement Toolkit, this simplified pocketbook offers practical, field-friendly guidance for TaHuKah staff. Printed for field and office use, it will be introduced through dedicated sessions in the coming months (Annex 5f).
3. **Community Patrol SOP:** developed from workshops and targeted at local patrol teams. Developed from a workshop with local communities and the TaHuKah team (activity 2.9), this SOP outlines protocols for community-based forest patrols in North Sumatra, designed to safeguard forest resources and biodiversity. It covers legal frameworks, patrol implementation, emergencies and special cases, and monitoring. This resource targets local patrol teams, conservation organisations, and collaborating stakeholders, including government authorities, law enforcement agencies and NGOs. The SOP will be printed (20 copies for each of the two TaHuKah focal landscapes) and the copies will be distributed to the community patrol teams (Annex 5g).
4. **RimbaLab Web Platform:** interactive map and data collection platform for landscape management. RimbaLab is a data platform for collecting, storing, and visualising landscape conservation data. It provides an interactive map, spatial data storage, and real-time patrol and survey data, to support strategic planning and adaptive management. The platform is password-protected, and ensures secure access to essential conservation information. The platform's operation manual is available in the annexes (Annex 5h).

5. **RimbaLab App:** mobile data collection tool for real-time data input. Using the KoboCollect app, TaHuKah and community partners collect data in the field, which uploads automatically to the RimbaLab web platform (resource 4). As use increases, further adjustments may be needed, with SOS incorporating these into future plans.
6. **Social and Environmental Safeguard Policies:** developed for both organisations. Both YOSL-OIC and TaHuKah now have social and environmental safeguarding policies. OIC's existing policy was reviewed and found suitable, while HR and Operations specialist Rahma Akbari assisted TaHuKah in developing their policy ([REDACTED]). The next step is to have TaHuKah's board approve the policy.

**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 to online partners, funders and supporters, for reporting and to encourage further investment/support.**

- **Indicator 3.1a:** By the end of Y1 key members of the YOSL-OIC and TaHuKah teams (30 people) have received intensive training in monitoring, evaluation and learning (8 days) from SOS and external experts. **(PARTIALLY ACHIEVED).**
- **Indicator 3.1b:** By the end of Y2 key members of the YOSL-OIC and TaHuKah teams (30 people) have received training in external communication (4 days) from the SOS team and external experts **(PARTIALLY ACHIEVED).**
  - **End of Project status:**
    - 12 key staff members (2 YOSL-OIC, 10 TaHuKah) received 11 days of MEL training and 8 days of communications training (see Figure 4). While fewer than expected were trained, strategic adjustments were made to prioritise quality over quantity, particularly for TaHuKah.
    - For MEL training in Year 1, fewer participants from YOSL-OIC (only two) were trained, following discussions with their leadership that prioritised training a smaller, more focused group of individuals holding instrumental roles in MEL. Despite this shift, we anticipated meeting the overall target by training additional participants in Year 2 during the external communication sessions. However, scheduling conflicts and YOSL-OIC's well-established communication capacities meant their team ultimately did not participate. Resources were redirected to TaHuKah, allowing for 8 days of communication training instead of the planned 4, ensuring significant capacity-building for this emerging organisation. While the total number trained fell short, these strategic decisions prioritised quality and organisational impact.
  - **Evidence:** MEL training outputs and photos (Annex 5j); Comms training report and outputs, including communications strategy developed through the training (Annex 5k)
- **Indicator 3.2:** By the end of the project period the importance and programmatic value of providing good quality MEL data is reported across the TaHuKah and YOSL-OIC teams **(ACHIEVED).**
  - **End of project status:** The importance of high quality programmatic MEL, facilitated by high accurate and regular data collection is recognised across the teams, with the dedicated team in OIC having been upskilled in increasing quality and regularity, and the TaHuKah team demonstrating a much increased desire for MEL planning and reviewing (in dedicated and self-driven session) and with 73% reporting strong belief in the importance of MEL, 27% reporting a neutral belief in the importance of MEL, and 0% reporting a belief that MEL is not important in programmatic success, at the end of the Project period. When asked to explain this belief, responses (translated) included:

*“This MEL data is an important measuring tool to see how far we have achieved and the steps we have taken. MEL is also a step to evaluate what steps will be taken next.”*

*“This is very necessary to measure the impact of implementing activities/programs and so that follow-up program plans are more appropriate.”*

*“It is very important because MEL can provide information on how strong the benefits of the activities carried out are and can provide evaluations and solutions for the future.”*
  - **Evidence:** Baseline assessment of skills in monitoring, evaluation and learning and external communication, and end of project assessment of perceived importance of MEL, as well as anecdotal observation of increased dedication of time and resources to MEL data collection and activities.

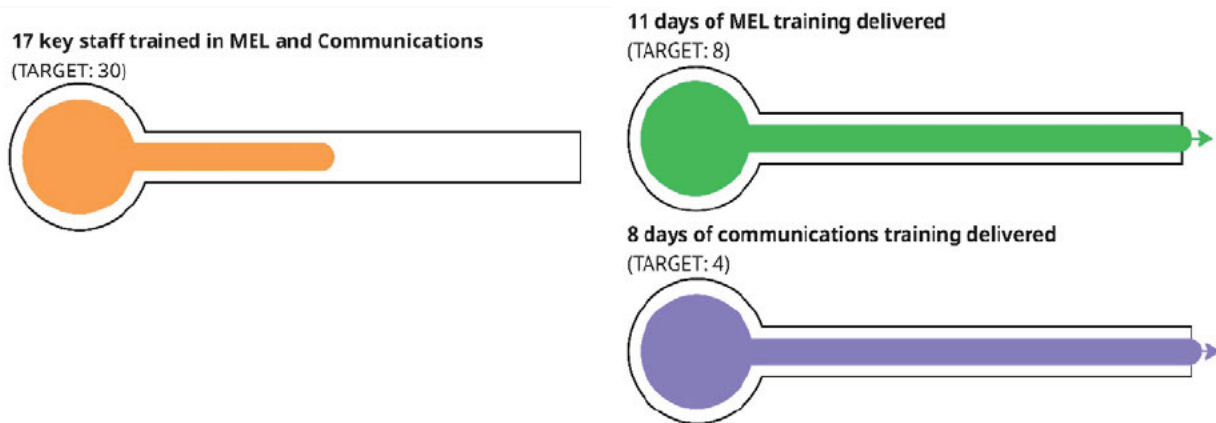


Figure 4: Thermometers showing progress to targets (the thermometer length indicated the target, and the coloured bar indicates what was achieved)

- Indicator 3.3a:** By the end of Q2 Y2, a standardised system of reporting to SOS has been developed with YOSL-OIC and TaHuKah, and each organisation has submitted at least 1 report using the new template (baseline-no standardised reporting).
- 3.3b:** By the end of Y2, SOS and OIC are meeting at least 50% of reporting deadlines as set out in SOS funders' grant agreements.
  - Baseline condition:** TaHuKah's reporting to SOS is on-time for most instances (about 60%) with standard and detail level not yet agreed on or consistently delivered. OIC's reporting to SOS is on-time for the minority of instances (< 10%) with details and quality agreed in grant agreements delivered occasionally.
  - End of project status:**
    - TaHuKah:** Target achieved. Activity reporting to SOS has been standardised, and reporting deadlines have been consistently (100%) hit since August 2024 (3 quarterly reporting deadlines hit) and the standardised format has provided SOS with sufficient information to easily track progress. (**ACHIEVED**)
    - YOSL-OIC:** YOSL-OIC reports to SOS have met around 40% of deadlines set out in funder agreements (**NOT ACHIEVED**).

While TaHuKah consistently met reporting requirements following the introduction of a standardised format, YOSL-OIC faced ongoing challenges in meeting reporting deadlines. Although a new reporting template was introduced and adopted, competing internal priorities and limited organisational capacity to implement new systems consistently meant that timely reporting remained an issue. In response, SOS has developed an enhanced, impact-focused reporting template—co-designed during MEL workshops—to support partners in aligning reporting with their internal workflows. This template is being rolled out with tailored support and a phased implementation plan to strengthen reporting practices and ensure partners are better equipped to track and communicate their impact.

- Evidence:** Current TaHuKah standardised template for reporting to SOS (annex 5l), reports received by SOS, and future indicator-focussed report template.
- Indicator 3.4:** By Q1 Y2 an exit strategy plan for the project has been formulated (**ACHIEVED**)
  - End of project status:** A comprehensive exit strategy has been developed, addressing the sustainability of outputs and outcomes. It is a live document that will be reviewed quarterly to ensure ongoing relevance and effectiveness.
  - Evidence:** Exit strategy document submitted in HY report (Annex 5m) and updated exit strategy document (capacity sustainability plan) (Annex 5n) to ensure ongoing sustainability.

Although two of the four Output 3 indicators have only been partially achieved over the course of this project, **significant progress to output 3 has been made**, especially for TaHuKah, where 3 of the 4 have been achieved. The exit strategy document and update (annexes 5m & 5n) outline how this progress will continue to be embedded.

### 3.2 Outcome

The project has successfully achieved its intended Outcome: *YOSL-OIC and TaHuKah's teams have improved technical capacities and capabilities to plan, develop, implement, and monitor community-based orangutan conservation and forest-friendly livelihood programmes in landscapes that are strategically important for habitat connectivity.*

**Indicator 0.1: By the end of Year 2, at least 30 people from the YOSL-OIC and TaHuKah teams have received training, and at least 80% report improved confidence and capacity to plan, deliver and monitor conservation programmes.**

- **End of project status:** 60 people (29 from OIC, 31 from TaHuKah) received training.
- Based on pre- and post-training surveys, **94%** of participants reported a **20–40% increase in confidence and capacity** across the targeted skills.
- A general questionnaire administered to TaHuKah at the start (April 2023) and end (March 2025) of the project showed an **average 20% increase in knowledge**, demonstrating broad learning across technical and programmatic themes.
- **Evidence:** Training attendance records; pre- and post-training surveys; general knowledge assessments; focus group discussions; ad hoc reporting.

**Indicator 0.2: By the end of the funding period, an After Action Review (AAR) has been conducted by SOS with partner teams, and at least 50% of those involved report that the programme has contributed to increased organisational capacity, and action points to continue capacity building activities after the funding period have been committed to.**

- An AAR was held with TaHuKah in February 2024, involving 15 staff.
- Although some trained staff had left the organisation by this time (highlighting a challenge of staff turnover), of the 9 staff who had participated in Darwin-supported activities, **8 (89%)** reported that the programme had increased organisational capacity.
- All three senior leaders (CEO, Director of Operations, and Landscape Manager) confirmed that the project had strengthened the organisation's capacity.
- The AAR also facilitated reflection on future learning needs and mechanisms. Survey responses highlighted a desire for more support in soft skills (e.g. teamwork, problem-solving), activity planning and evaluation, and digital communications. **100%** of respondents expressed a preference for **mentorship or individual learning** in future capacity-building approaches.
- All training materials were transferred to TaHuKah as part of the project's exit strategy (Annex 5m), ensuring knowledge retention for onboarding and ongoing learning.
- **Evidence:** AAR report; participant reflections; team survey; word cloud analysis; exit strategy materials.

This word cloud reflects the team's priority areas for future capacity building:



**Indicator 0.3: By the end of Y2, the TaHuKah team (12 people) report that the capacity and resources gained from training and participation in the project have improved their technical understanding, 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, compared to the beginning of the funding period.**

- Over the project period, 26 TaHuKah staff (100%) reported gains in technical understanding from targeted trainings.
- Anonymous feedback highlighted improvements in:
  - Financial management and operational systems
  - Social forestry policy and community planning
  - Biodiversity monitoring and GIS
  - Conservation communications and storytelling
- Training evaluations found that:
  - 80% of participants rated the trainings as high quality (4 or 5 out of 5)



- Participants valued the relevance and practicality of content, particularly hands-on and applied skills.
- Suggestions for improvement included: more hands-on practice, discussion groups, and deeper content.
- Evidence: Participant feedback; programme planning documents; quarterly check-ins; biannual review notes; training evaluation forms.

The feedback clearly indicated that the Darwin C&C project has laid a good foundation of training and knowledge building, and there is an appetite for longer-term, more regular, and more in-depth training to continue.

### Challenges and Recovery

One significant challenge was the **staff turnover** in TaHuKah, which meant some trained individuals left before the project ended. While this limited the direct attribution of capacity gains to some current staff, the project anticipated such risks in its original assumptions and addressed them by:

- Providing comprehensive handover of all training materials for internal use;
- Encouraging the development of internal mentoring approaches;
- Conducting the AAR in a way that both recognised past progress and mapped future learning pathways.

### Conclusion

This project achieved its intended outcome and all three indicators of success. The evidence shows clear improvements in individual confidence, technical knowledge, and organisational capacity. Moreover, the foundations have been laid for the ongoing strengthening of local conservation leadership, with durable tools, resources, and partnerships in place. While there is more to build on, particularly in response to changing team structures, the capacity gains made during this grant period are meaningful, measurable, and likely to have lasting impact.

### 3.3 Monitoring of assumptions

Throughout the project, we monitored and, where needed, adapted the assumptions underpinning our Theory of Change. This iterative approach allowed us to manage risk, test our logic model, and ensure the project remained on track to deliver its intended outcomes. Key assumptions, how they were tested, and actions taken in response are outlined below.

#### Changed Assumption: Indicator of Organisational Capacity

Originally, we assumed that a reduction in ‘help desk’ requests from partners would serve as a proxy for increased organisational capacity (Indicator 0.2). However, this assumption proved unreliable - variations in help desk usage were influenced by multiple unrelated factors, including shifting programmatic demands and changes in communication style. In agreement with Darwin, we revised the indicator to instead use self-reported changes in organisational capacity.

To reduce the risk of social desirability bias in self-reporting, partners were repeatedly assured that surveys were anonymous and would not impact future support. This helped improve the reliability of the data and supported more candid responses. The resulting feedback has provided a more nuanced and direct insight into perceived capacity gains over time.

#### Assumption: Training Leads to Improved Knowledge and Confidence

This assumption held true throughout the project and was closely monitored through multiple mechanisms, including:

- Pre- and post-training surveys
- Knowledge assessments
- Anonymous feedback tools
- A digital suggestion box

These tools were used consistently to evaluate both technical knowledge and confidence in applying new skills. Findings indicate that training activities led to substantial perceived and demonstrated improvements in capability.

#### Assumption: New Skills Become Institutionalised

The project assumed that newly acquired skills would be embedded in organisational practice over time. This assumption was partially validated: while repeated and extended trainings (e.g., on Social Forestry and Village Planning) supported deeper learning and integration, high staff turnover at TaHuKah exposed a vulnerability in this logic.

To mitigate this, we:

- Handed over all training materials in accessible, shared formats
- Developed a sustainability and exit strategy (Annex 5m & n) to guide future onboarding and internal training
- Encouraged management to embed refresher and peer-to-peer learning processes into their organisational workflows

This experience reaffirmed that institutionalising knowledge requires both technical capacity-building and robust internal systems for knowledge retention.

### **Assumption: Planning and Reporting Reflect Real Activity**

Many indicators relied on activity plans and reports as primary means of verification. This assumption held throughout the project and was validated through triangulation with financial records, photographic documentation, and field monitoring. This multi-source approach increased the reliability of our data and supported stronger reporting.

### **Additional Assumptions and Monitoring Outcomes**

<b>Assumption</b>	<b>Status &amp; Action Taken</b>
No significant positive reporting bias from trainees	Mitigated through anonymous, non-attributable data collection methods.
TaHuKah's management prioritises professional development	Remained consistent throughout; management actively engaged in training and strategic planning.
Improved MEL understanding enhances practice	Evidenced by stronger MEL integration in planning documents and constructive feedback during trainings.
Exit strategy will guide future capacity-building	Both partners have engaged with the exit strategy and are incorporating it into ongoing organisational planning.

### **Conclusion:**

Monitoring assumptions has proven crucial to the success and resilience of this project. The majority of key assumptions held true, and where they did not, adjustments were made proactively and collaboratively. Our experience confirms that the original pathway to change remains valid, with well-designed and context-appropriate training and support leading to lasting improvements in capacity and organisational effectiveness.

## **4. Contribution to Darwin Initiative Programme Objectives**

### **4.1 Project support to the Conventions, Treaties or Agreements**

Over the past two years, this project has directly supported Indonesia's progress toward key national and international biodiversity and climate commitments. Most notably, it contributed to Indonesia's 2030 Forestry and Other Land Use (FOLU) Net Sink target by strengthening the organisational capacity of TaHuKah and YOSL-OIC to prevent deforestation and forest degradation in priority orangutan habitats.

By enhancing local technical and institutional capabilities, the project supported the implementation of Indonesia's National Biodiversity Strategy and Action Plan (NBSAP 2015–2020), particularly its focus on capacity building for biodiversity conservation, and the national Strategy and Action Plan for Orangutan Conservation (2019–2029), by equipping local partners to deliver community-based habitat protection and monitoring.

At the international level, the project supported Indonesia's commitments under:

- The Convention on Biological Diversity (CBD), particularly Objective 3 (Capacity-building) and implementation of the **Kunming-Montreal Global Biodiversity Framework**, especially **Target 21**, which calls for strengthening capacity-building and technical cooperation among stakeholders for effective biodiversity governance.
- The **UNFCCC**, through contributions to the national FOLU Net Sink target and by aligning with broader forest-related goals outlined in Indonesia's Nationally Determined Contributions (NDCs) and in the **Glasgow Leaders' Declaration on Forests and Land Use**.
- The **MoU between the Government of Indonesia and the UK Foreign, Commonwealth & Development Office (FCDO)**, on strengthening stakeholder capacity for climate resilience and sustainable forest management. This project embodied the principles of **locally led adaptation**, ensuring that frontline conservation organisations led both institutional development and field-based action.

The project's broader capacity-building outcomes also support enabling conditions for progress towards the Sustainable Development Goals (SDGs), notably:

- **SDG 1** (No Poverty) and **SDG 2** (Zero Hunger), through improved programme planning for forest-friendly livelihoods;
- **SDG 5** (Gender Equality), by embedding gender considerations in training and monitoring frameworks;
- **SDG 8** (Decent Work and Economic Growth), by investing in professional development for conservation teams;
- **SDG 12** (Responsible Consumption and Production) and **SDG 13** (Climate Action), through enhanced capacity to monitor, report, and reduce forest-based emissions;
- **SDG 15** (Life on Land), by strengthening on-the-ground capacity to protect orangutan habitat and promote ecological restoration.

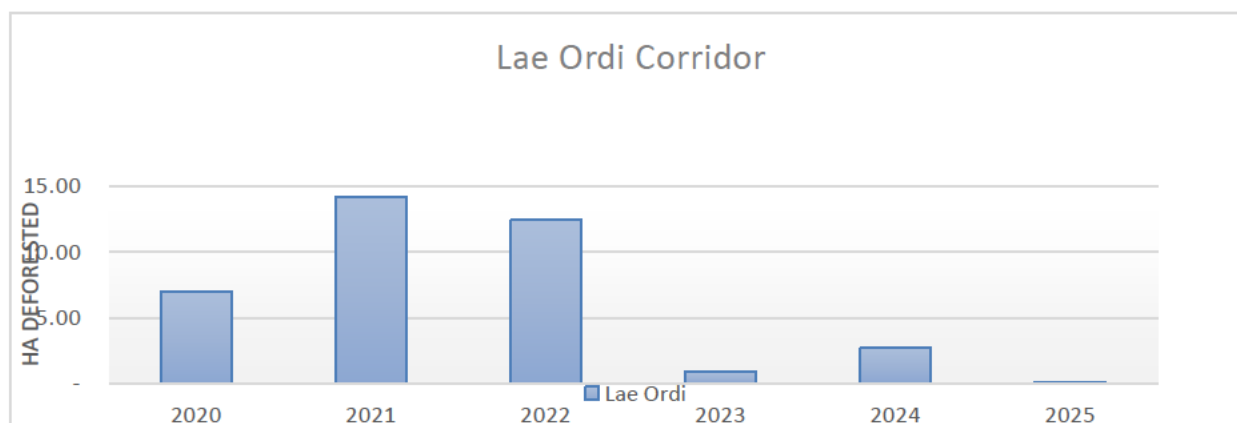
While no formal submissions were made to convention focal points, SOS maintained informal contact with the FCDO team in Jakarta, sharing project progress and approaches to locally led, landscape-scale conservation. Both SOS and TaHuKah have been invited to contribute to a forthcoming roundtable on biodiversity credits hosted by KADIN (Indonesian Chamber of Commerce), signalling increasing recognition of the project's value within national and international conservation dialogues.

## 4.2 Project support to biodiversity conservation and multidimensional poverty reduction

Over the past two years, this project has significantly strengthened the capability and capacity of two locally led Sumatran conservation organisations, TaHuKah and YOSL-OIC, to deliver lasting impacts for biodiversity and poverty reduction in orangutan priority landscapes.

### Biodiversity Conservation:

The project improved biodiversity outcomes by enabling more targeted, data-informed conservation interventions. Biodiversity monitoring was conducted via ground surveys and remote sensing, with particular attention to the integrity of critical wildlife corridors in North Sumatra. Annual deforestation rates, tracked using Global Forest Watch data, revealed a spike in 2023. This was largely due to widespread, small-scale land clearing driven by contested land claims in the Lae Ordi corridor. The graph below shows the dramatic decline of deforestation in a main target area (The Lae Ordi Corridor) after the beginning of TaHuKah intervention, which was significantly strengthened by the support given through this Darwin C&C project.



*Figure 5: Bar graph showing the amount for deforestation per year. The decline in 2023 aligns with TaHuKah's interventions beginning, and this C&C project beginning.*

In response, TaHuKah, supported through this Darwin-funded project, launched a multi-pronged intervention involving drone and GIS mapping, conflict resolution, sustainable village planning, and social forestry. These actions - enabled by new technical skills and tools developed through the project - contributed to reduced land conflict and the introduction of sustainable land-use mechanisms. While it is too early to demonstrate statistically significant reductions in deforestation, there is early anecdotal evidence of a stabilising trend in both target corridors.

### Multidimensional Poverty Reduction:

The project aligned conservation goals with improvements in human wellbeing across four target communities:

- *Majanggut II (2023)*: 31 households, 125 people (67 men, 58 women)
- *Sibagindar (2022)*: 123 households, 487 people (254 men, 233 women)
- *Pagindar (2022)*: 89 households, 395 people (208 men, 187 women)
- *Bandar Baru (2021)*: 404 households, 1,767 people (918 men, 849 women)

In these communities, TaHuKah supported access to sustainable livelihoods, particularly through the Social Forestry programme. In Sibagindar Village, for example, TaHuKah facilitated the successful

application for a Social Forestry licence and supported its implementation. This intervention has directly enhanced local access to natural resources and economic opportunity, while safeguarding ecosystem services. The Indonesian government's Village Development Index (Indeks Desa Membangun/IDM), which reflects social, economic, and environmental resilience, shows that Sibagindar has seen the most rapid increase in resilience among the target villages. This suggests early positive impact from Darwin-supported interventions in conservation governance, village planning, and sustainable development.

### **Institutional Capacity for Long-Term Change:**

The project embedded locally sustainable approaches by investing in people and systems. Tools such as the Community Engagement Toolkit and tailored Social Forestry training materials have enhanced partners' ability to link biodiversity objectives with community needs. These resources are now in regular use and form part of TaHuKah's standard operating procedures.

While measurable impacts on poverty and biodiversity will take longer to manifest at scale, this project has laid the foundation for sustained change. The integration of conservation and development objectives into village plans, coupled with improved organisational capacity, ensures that TaHuKah and YOSL-OIC are now better equipped to deliver long-term, landscape-level impact.

### **4.3 Gender Equality and Social Inclusion (GESI)**

<b>GESI Scale</b>	<b>Description</b>	<b>Put X where you think your project is on the scale</b>
<b>Not yet sensitive</b>	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
<b>Sensitive</b>	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
<b>Empowering</b>	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	X
<b>Transformative</b>	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

The project actively promoted gender equity through inclusive governance (67% female Project Board) and leadership (two of three partners women-led or gender-balanced). Training workshops achieved 38% female participation among trainees and 39% among trainers.

GESI considerations were embedded using a contextualised, anthropological approach. In Batakese communities, where patrilineal norms prevail, the project supported female staff to lead data collection and act as facilitators. This strategy has improved inclusivity in forest patrols, village meetings, and biodiversity monitoring activities, where women now outnumber men as community facilitators (5 women, 4 men). Their roles are rooted in professional expertise, not gender.

In Sibagindar, women farmers were registered as beneficiaries under a Social Forestry licence, and their involvement in land use planning and production is growing. Women's participation is expected to grow, showcasing the alignment of conservation goals with gender-sensitive poverty reduction strategies. Elderly women also contributed key genealogical knowledge, helping clarify land tenure and support gender-sensitive conservation planning.

By addressing gender inequities while respecting cultural norms, this project demonstrates how GESI-sensitive approaches enhance conservation and development outcomes, fostering inclusivity and sustainability in rainforest landscapes. While not yet transformative, the project empowered women and marginalised groups through increased access to resources, decision-making, and livelihoods—laying the groundwork for long-term social and ecological resilience

### **4.4 Transfer of knowledge**

The project has focused on transferring knowledge to practitioners and policymakers for practical application. Key activities included workshops, training, and mentoring for YOSL-OIC and TaHuKah on strategic planning, technical skills, and socio-political engagement. Resources such as community



engagement toolkits and patrol SOPs were shared to ensure local application and sustainability, with ongoing efforts to institutionalise this knowledge through the Capacity Sustainability Plan.

**Print Media:** Practical resources, including the Community Engagement Toolkit and Survey Pocketbook, were distributed to staff and field teams.

**Field-Based Platforms:** Training in forest patrols, social forestry, and GIS mapping enabled direct application of knowledge to real-world challenges, improving biodiversity surveys and land use planning.

**International Platforms:** The project aligned with global frameworks like the Glasgow Leaders' Declaration and Indonesia's Post-2020 Biodiversity Framework. It also engaged in biodiversity credit roundtables, expanding its reach.

**Digital Platforms:** The RimbaLab WebGIS platform and App were developed to collect, store, and visualise conservation data, improving field-based data collection and decision-making.

By leveraging national, international, and digital platforms, the project effectively disseminated conservation knowledge, empowering stakeholders to address critical environmental challenges.

#### 4.5 Capacity building

5 Date	Activity/Membership	M	F
July 2023.	Contribution to oral presentation in 59th Annual Meeting of The Association For Tropical Biology and Conservation.	4	1
March 2025	Participation in EarthRanger webinar that was conducted by Asian Species Action Partnership (ASAP).	1	
October 2024	Participation in a workshop of METT (Management Effectiveness Tracking Tools) for conservation areas in North Sumatra.	1	
November 2024	Asian Primate Symposium – oral presentation 'Building Canopy Bridges over the Lagan-Sibagindar Road, Pakpak Bharat District, North Sumatra'.	1	1
March 2024	Drone licence training and approval.	3	7
ongoing	Involved in national advocacy with FORINA to address an issue of road development in the Batang Toru Forest in North Sumatra through serial FGDs with Public Works Ministry and BAPPENAS on Jan 14-15, 2025.	2	
ongoing	resource person in dissemination of Surat Tanda Daftar Budidaya (STDB) for palm oil plantation in Pakpak Bharat district.	1	
ongoing	coordinator for NGO members in FOKUS (Forum Konservasi Orangutan Sumatera), a forum for orangutan conservation in North Sumatra.	1	
ongoing	Members of North Sumatra Taskforce in REDD+ Action Plan Development.	2	

#### 5. Monitoring and evaluation

The project management committee, consisting of SOS, TaHuKah, and YOSL-OIC, oversaw monitoring and evaluation (M&E) using an adaptive management approach. This allowed for incorporating feedback and improving project delivery.

Initial M&E tools included surveys, questionnaires, anonymous feedback forms, and help request tracking. However, due to unreliable data from help requests, the logframe was adjusted with Darwin's approval for better alignment with measurable outcomes:

- **Indicator 0.2:** Focus shifted to self-reported increases in organisational capacity.
- **Indicator 1.3:** Added sub-indicators to track operational and HR manual progress.
- **Indicator 2.2:** Introduced milestones to measure resource development.
- **Indicator 3.3:** Refocused on standardised reporting system adoption.

The adaptive MEL approach led to the creation of an exit strategy and capacity retention plan for sustainability. Participant feedback revealed challenges in aligning community, institutional, and donor priorities, as well as the need for additional social forestry and GIS training and ongoing mentorship for skill application.

Monitoring outcomes shaped key project adjustments, such as synchronising trainings with programme activities (e.g., Social Forestry training with village planning). Exit strategy documents institutionalise

these practices, ensuring continued capacity-building and knowledge retention. The project's MEL system effectively aligned with long-term conservation and livelihood goals.

## 6. Lessons learnt

**Timing of Trainings:** Aligning trainings with parallel field activities significantly enhances their impact. For example, developing YOSL-OIC's 5-year strategy coincided with the onboarding of a new Director, ensuring seamless integration of strategic planning during a leadership transition. Similarly, rescheduling Rimbalab system training to coincide with its completion allowed for immediate and effective use. Approved adjustments to Year 2 training schedules also allowed staff to fully engage without conflicting priorities. Another example is the policy analysis training which took place alongside considerable progress for the TaHuKah team on their work in Batang Toru, and no-doubt boosted the success of the policy engagement in that landscape. These complementary timelines, such as pairing the second anthropological training with the creation of the ethnographic toolkit, deepened the sustainability of Darwin-funded capacity-building efforts.

**Monitoring and Evaluation (MEL) Processes:** Standardising data gathering and analysis from the outset would have improved and streamlined training evaluation. A more consistent MEL process across all parties (trainers, consultants, and staff) would have reduced inefficiencies and improved data reliability.

**Adaptability and Integration:** The project's flexibility in adapting timelines, budgets, and methods allowed it to integrate seamlessly with ongoing partner activities. This adaptability, supported by change requests, maximised the overall impact.

**Tailored Approaches for Partners:** YOSL-OIC and TaHuKah had distinctly different needs due to their unique trajectories and capacities. Future initiatives would benefit from customising activities to each partner's specific requirements, enhancing capacity-building effectiveness.

By reflecting on these lessons, future initiatives can benefit from better-tailored support, streamlined evaluation processes, and enhanced sustainability.

## 7. Actions taken in response to Annual Report reviews

For those that have received feedback from Annual Reports, have you responded to all issues raised in The Year 1 annual report feedback raised several points for follow-up in this Final Report:

- **Engagement with CBD and CITES focal points:**  
We have not engaged directly with Indonesia's CBD or CITES focal points during this project. As a capacity-building initiative focused on strengthening civil society organisations, our primary stakeholders were local partners and field-based practitioners. However, we recognise the value of aligning with national biodiversity and trade frameworks and will explore opportunities to engage with focal points more directly in future policy-oriented or advocacy-related work.
- **Indicator 3.1a – Training numbers:**  
The original target of 30 participants was not met; only 12 were trained due to organisational team size. While we initially hoped to reach the target by Year 2 through additional training, logistical constraints meant the final session was delivered only to TaHuKah, not YOSL-OIC. See Section 3.1 for further detail.
- **Attribution of Outcome indicators:**  
Outcome indicators measure self-reported capacity increases. While these align with project goals, we acknowledge that growth cannot be solely attributed to this project - external factors such as field experience and parallel programmatic work also contribute. Our approach has aimed to complement and enhance these other drivers of capacity.
- **Exit strategy:**  
The strategy was submitted with the Year 2 half-year report (Annex 5m). An updated version—*The Capacity Sustainability Plan*—is included with this report as Annex 5n.
- **Review of Outcome-level assumptions:**  
These have been comprehensively reviewed in the 'Monitoring Assumptions' section of this report.

All feedback was discussed with project partners and used to inform adaptive management across the project lifecycle.

## 8. Risk Management

No new risks have emerged in the last 12 months, and no significant adaptations to project design were required. However, one previously identified risk did materialise:

- *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.*

In Year 2, TaHuKah experienced staff turnover, resulting in the departure of some individuals who had participated in key training sessions. New staff members joined without having had access to the earlier training. To mitigate this, the project developed a Capacity Sustainability Plan (Annex 5n), designed to retain institutional knowledge despite changes in personnel. This plan includes:

- The conversion of training materials into user-friendly formats for onboarding and refresher training;
- Clear action plans for embedding the six project outputs into daily operations;
- Support mechanisms for ensuring that existing staff are empowered to apply and share their skills.

These measures help to ensure that capacity gains are embedded within the organisation rather than tied to individual staff members, reducing the long-term impact of turnover.

## 9. Scalability and Durability

The project has maintained strong visibility and engagement in the target landscapes through active involvement of stakeholders, including communities and government agencies. For example, 10 Sibagindar residents were trained in RimbaLab for forest patrols, and Social Forestry training brought together government forestry staff and local communities. Outputs like the Community Patrol SOP reflect this collaborative approach and continue to support landscape-wide conservation.

A capacity assessment during the March 2025 After Action Review with TaHuKah identified ongoing priorities in technical areas (e.g. GIS, Social Forestry) and soft skills such as leadership and teamwork, as shown in Figure 8.

To support knowledge retention, all training materials are being modularised for onboarding and refresher use. Each of the six project resources—including RimbaLab and the Community Patrol SOP—has an action plan to ensure long-term application and resilience to staff turnover. RimbaLab is already supporting biodiversity monitoring, while the SOP is strengthening community-led forest protection.

Post-Darwin funding, SOS will continue offering technical guidance. By embedding tools and knowledge within partner organisations, aligning with stakeholder priorities, and planning for continuity, the project is positioned to deliver lasting impact on biodiversity conservation and community resilience.

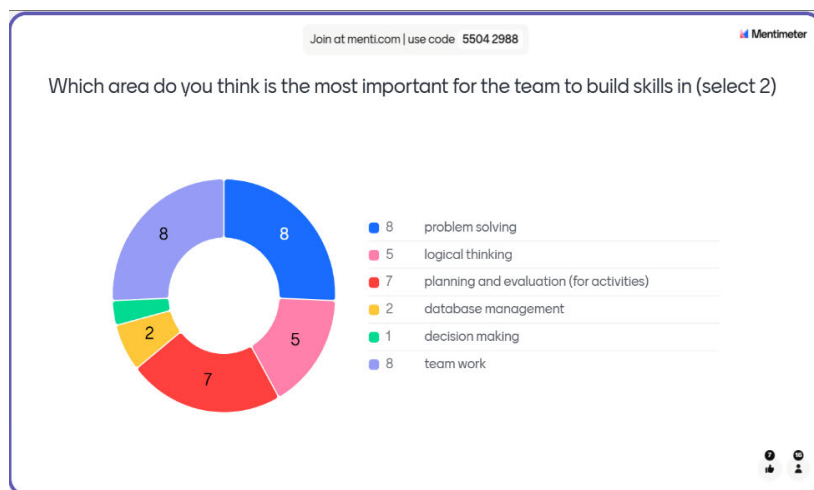


Figure 6: a pie chart showing TaHuKah staff's desires for soft skill capacity building (options given were extracted from ideas brought up in discussion during the After Action Review and Capacity Assessment)

## 10. Darwin Initiative identity

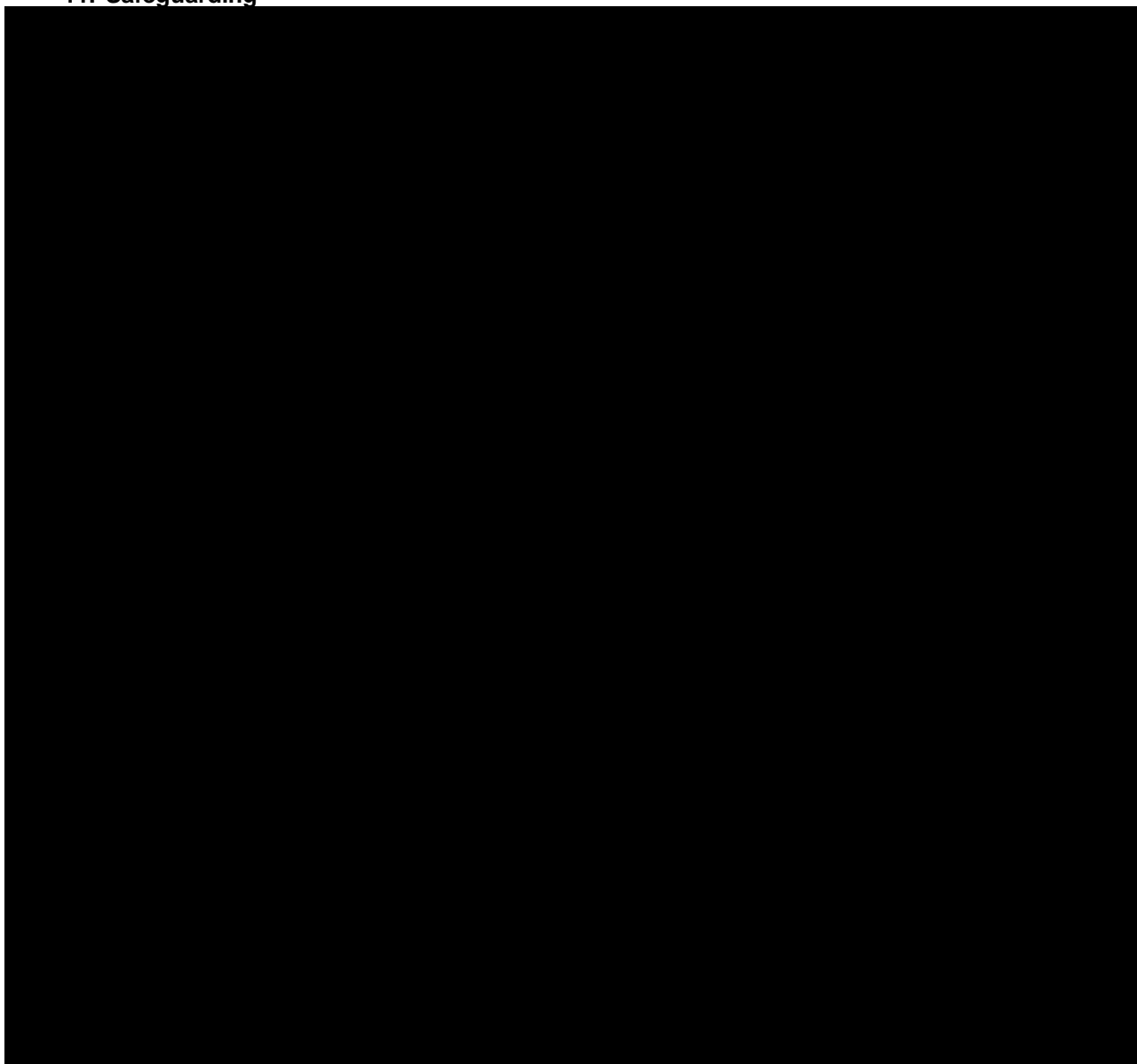
The Darwin Initiative has been clearly acknowledged throughout the project, both within training materials and in publicly shared outputs. All final project resources (selection in annex 5d) and training content prominently display the Darwin Initiative logo, maintaining a consistent visual identity and recognising the UK Government's support.

The project also actively promoted Darwin's role through SOS's communication channels, including blogs, social media, and newsletters:

- On **29 February 2024**, SOS published a blog post highlighting Darwin-funded workshops: [Blog post](#).
  - Promoted via:
    - **Email newsletter** to 7,365 subscribers — 1,889 unique opens. ([E-news](#))
    - **Instagram** (13 March): Reach 1,528; Likes 103. ([Post](#))
    - **Facebook**: Reach 195; Engagement 11. ([Post](#))
    - **Twitter**: Impressions 365; Engagements 23. ([Post](#))
  - The blog became the 27th most viewed page on our site in the reporting period, with 56 views from 46 unique users out of nearly 12,000 pageviews overall.
- This content was repurposed in **February 2025** for extended visibility:
  - **Instagram**: 3,680 views; 253 likes. ([Post](#))
  - **Facebook**: 961 views; 20 reactions. ([Post](#))
  - **LinkedIn**: 550 views; 21 reactions; 15% click-through rate. ([Post](#))
- A second blog post, **“How Social Media Could Unlock Conservation for Forest Edge Communities”** (11 April 2025), showcased the impact of Darwin-supported training and was widely promoted: ([Blog](#))
  - **Instagram**: 2,614 views; 79 likes. ([Post](#))
  - **Facebook**: 406 views; 12 reactions. ([Post](#))
  - **LinkedIn**: 201 views; 96 clicks; 47.8% click-through rate. ([Post](#))
  - **Email**: 21.3% open rate; 4.3% click-through per unique open. ([E-news](#))

Ongoing references to Darwin’s support in key outputs and communications have ensured that the Initiative’s identity remains visible, respected, and aligned with long-term conservation goals.

## 11. Safeguarding





## 12. Finance and administration

### 12.1 Project expenditure

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
<b>TOTAL</b>	107,228	107,090	0	

Staff employed (Name and position)	Cost (£)
Koen Meyers : SOS Conservation Director	
Sophie Kirklin: SOS Programme Manager	
Rina Purwaningsih: SOS Senior GIS Expert	
Darmanto Simaepa/Lubabun Ni'am (change request approved mid-year): SOS Senior Environmental Anthropologist	
Umi Purnamasari (change request approved to Masrizal Saraan mid-year): SOS Social Forestry Expert	
Erwin Alamsyah Siregar: TaHuKah Director	
Siti Chairuna Saphira: TaHuKah Operation and Finance Director	
Idham Edo: TaHuKah Village Development Planning Specialist	
Rahmat Gunawan (Kevin Joshua Tamunan): TaHuKah Anthropologist	
Alpin Anhar (Fachra Muharyanda): TaHuKah Patrol and Spatial Planning Officer	
Ryan Fahmit (Rio Afandi): TaHuKah SMART Patrol Officer	
Lina Silaban: TaHuKah West Toba Landscape Manager	
Fransisca Ariantingsih (Syafrizaldi J'pang): YOSL-OIC Director	
Faizal: YOSL-OIC Operations Manager/ Finance Director	
Hasanah Tambak: YOSL-OIC Remote Sensing/GIS Officer	
Abdul Kadir: YOSL-OIC HOCRU Program Manager	
<b>TOTAL</b>	

NOTE that where a second name is listed in brackets, the salary amount listed here and in the original budget went to this individual, in the same role as listed here and in the original budget. This was due to changes in staff in partner organisations.

Capital items – description	Capital items – cost (£)
<b>TOTAL</b>	

Other items – description	Other items – cost (£)
Publication costs (Community Engagement Toolkit and Pocket books for community survey)	
Rimbalab WebGIS (Domain Reservation, Cloud Server, Maintenance)	
Audit Costs	
<b>TOTAL</b>	

## 12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
Lush	
SOS	
Size of Wales	
ERM Foundation	
<b>TOTAL</b>	

Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project	Total (£)
Lush	
<b>TOTAL</b>	

## 12.3 Value for Money

The Darwin Initiative Capacity & Capability (C&C) project delivered strong value for money by strategically investing in long-term, locally embedded capacity building for conservation. By strengthening the technical and institutional capabilities of YOSL-OIC and TaHuKah, the project laid the foundations for sustained, locally led conservation impact well beyond the funding period.

### Economy:

The project maximised its budget by leveraging local expertise and strengthening existing partnerships. Cost-effective methodologies - such as peer-to-peer mentoring, in-country training delivery, and action learning sets - minimised reliance on expensive international consultants or travel. This approach not only reduced costs but also ensured training was contextually appropriate and grounded in local realities. Careful financial management also resulted in savings on travel, accommodation, and logistics without compromising quality or outcomes.

### Efficiency:

Activities were strategically timed and integrated into ongoing field programmes to ensure maximum relevance and immediate application. For instance, Social Forestry training was delivered in tandem with village-level planning processes, increasing both uptake and impact. The adaptive management approach - grounded in close dialogue with partner organisations - enabled the project to pivot as needed, ensuring resources were focused where they would be most effective.

### Effectiveness:

The project exceeded several key indicators, including delivery of capacity-strengthening activities and reported improvements in organisational performance. Tools like the RimbaLab platform and the Community Patrol SOP have created lasting assets for conservation management and institutional

learning. Crucially, these tools are already being embedded in routine operations, ensuring their sustained use beyond the life of the project.

In addition to measurable gains in capacity, the project catalysed broader environmental and social benefits. For example, the social forestry initiatives supported through training are already enhancing community livelihoods and contributing to forest stewardship - further increasing the return on investment.

By aligning resources with strategic goals, tailoring delivery to local needs, and embedding sustainability at every stage, the C&C project exemplifies how targeted investment can deliver durable, system-wide conservation outcomes.

**13. Other comments on progress not covered elsewhere N/A**

**14. OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes. *I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes (please leave this line in to indicate your agreement to use any material you provide here).***

This project has significantly advanced the capacity of grassroots conservation efforts in Sumatra, delivering enduring change across two local partner organisations - YOSL-OIC and TaHuKah - and the forest-edge communities they serve.

One standout achievement is the transformative organisational development of TaHuKah, a young conservation NGO operating in one of Sumatra's most ecologically important yet underserved landscapes. Over the life of the project, the team developed a comprehensive suite of governance and strategy documents—from a five-year roadmap to updated safeguarding protocols—and exceeded all training targets. Technical skills in biodiversity monitoring, GIS, and community-based forest protection were strengthened alongside soft skills such as leadership, communication, and MEL. The result is a more confident, coordinated, and credible local organisation equipped to deliver impact well beyond the project's end.

Innovations such as the RimbaLab platform - a participatory, user-friendly digital tool for monitoring forest condition and biodiversity - are already supporting more effective conservation planning and decision-making. Similarly, new standard operating procedures for community patrols are formalising local roles in forest governance and ensuring communities have the tools and recognition to act as frontline stewards of biodiversity. This capacity building has translated into real-world outcomes: TaHuKah staff are now leading village-level planning processes and supporting community applications for social forestry permits, while local patrol teams in Sibagindar are using new protocols to strengthen protection in vulnerable forest areas.

The project's participatory approach has also ensured long-term sustainability. Through action learning, mentoring, and an exit strategy co-developed with partners, knowledge and skills are being embedded across organisations. In particular, the Capacity Sustainability Plan will enable continued onboarding and upskilling of new staff as organisations develop and grow. By pairing technical training with institutional development, and embedding both in a deep understanding of local context, this Darwin Initiative project has helped build a stronger, more self-reliant conservation movement in Sumatra - one with the tools, confidence and partnerships to scale its impact in the years ahead.

## Annex 1 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	Progress and achievements
<b>Outcome</b> YOSL-OIC and TaHuKah's teams have improved technical capacities and capabilities to plan, develop, implement and monitor community-based orangutan conservation and forest-friendly livelihood programmes, in landscapes that are strategically important for habitat connectivity.	
<b>Outcome indicator 0.1</b> By the end of Y2 at least 30 people from the YOSL-OIC and TaHuKah teams have received training, and at least 80% report an improved confidence and capacity to plan, deliver and monitor conservation programmes, compared to the beginning of the project.	Target achieved 60 people (31 from TaHuKah and 29 from OIC) have received training and 94% report an average of 20-40% increased confidence and capacity in the skill taught. Detail in section 3.2
<b>Outcome indicator 0.2</b> By the end of the funding period, an After Action Review (AAR) has been conducted by SOS with partner teams, and at least 50% of those involved report that the programme has contributed to increased organisational capacity, and action points to continue capacity building activities after the funding period have been committed to.	Target achieved An After Action Review (AAR) has been conducted by SOS with partner teams, and 89% of those involved reported that the programme has contributed to increased organisational capacity, and action points to continue capacity building activities after the funding period have been committed to. Detail in section 3.2
<b>Outcome indicator 0.3</b> By the end of Y2, the TaHuKah team (12 people) report that the capacity and resources gained from training and participation in the project have improved their technical understanding, 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, compared to the beginning of the funding period.	Target achieved Over both years 26 TaHuKah participants reported an increase in their technical understanding through targeted training. Detail in section 3.2
<b>Output 1</b> Sumatran conservation organisations YOSL-OIC and TaHuKah have a clear strategic approach and enhanced organisational management capacity.	
<b>Output indicator 1.1</b> By Q2 Y1 YOSL-OIC and TaHuKah change management roadmaps have been created.	Target achieved. Change management roadmaps have been created for each organisation through workshops with an expert consultant (Rahma Akbari). Detail in section 3.1 <b>Evidence:</b> Availability of final documents <span style="background-color: black; color: black;">[REDACTED]</span>
<b>Output indicator 1.2</b>	Target achieved.



By Q3 Y1 YOSL-OIC 5-year strategy document and 12-month activity plan have been created	<p>YOSL-OIC had in place a 5-year strategy document draft in place and has also drafted a 12-month activity plan which details their activities, timings, funding requirements and priorities, by the end of year 1. In year 2 they reviewed this strategy and workplan and have created a refreshed version.</p> <p>Detail in section 3.1</p> <p><b>Evidence:</b> [REDACTED]</p>
<p><b>Output indicator 1.3</b></p> <p>a. By Q4 Y1 new Operational and HR manuals are agreed and complete.</p> <p>b. By the end of Y2, the Operational and HR manuals are available to all TaHuKah and YOSL-OIC staff members for use.</p>	<p>Target achieved.</p> <p>Both manuals are in place, and are available to all staff.</p> <p>Detail in section 3.1</p> <p><b>Evidence:</b> Availability of documents and information about where these are stored, and which staff have access.</p>
<p><b>Output 2</b></p> <p>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><b>Output indicator 2.1</b></p> <p>a. By the end of Y1 12 members of the TaHuKah team have taken part in a total of 24 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>b. By the end of Y2 12 members of the TaHuKah team have taken part in a further 28 days</p>	<p>Target achieved.</p> <p>In total, 31 people from TaHuKah have taken part in 58 days of training.</p> <p>Detail in section 3.1</p> <p><b>Evidence:</b> Training reports, attendance registers and photos (selection in annex 5d). Baseline assessment of skills, regular skills and knowledge monitoring and ongoing assessment (during regular call-ins) by SOS team.</p>
<p><b>Output indicator 2.2</b></p> <p>a. By the end of Y1 at least 2 new resources for delivery of specialist technical areas have been created.</p> <p>b. By the end of Q2 Y2 4 new resources (total 6) for delivery of specialist technical areas have been drafted.</p> <p>c. By the end of Y2 Q3 6 resources have been finalised and published.</p>	<p>Target achieved. <b>6 resources finalised and published.</b></p> <ol style="list-style-type: none"> <li>1. Community Engagement Toolkit</li> <li>2. Community Survey Pocketbook</li> <li>3. Community Patrol SOP</li> <li>4. Rimbalab Web Platform</li> <li>5. RimbaLab App</li> <li>6. Social and Environmental Safeguard Policies</li> </ol>

	<p>Detail in section 3.1</p> <p><b>Evidence:</b> Availability of RimbaLab platform and availability of resource documents (annex 5e-5i).</p>
<p><b>Output 3</b></p> <p>Sumatran conservation organisations TaHuKah and YOSL-OIC have enhanced skills and capacity in monitoring, evaluation and learning, and external communication and promotion of programmes to online partners, funders and supporters, for reporting and to encourage further investment/support.</p>	
<p><b>Output indicator 3.1</b></p> <p>a. By the end of Y1 key members of the YOSL-OIC and TaHuKah team (30 people) have received intensive training in monitoring, evaluation and learning (8 days) from the SOS team and external experts.</p> <p>b. 3.1b By the end of Y2 key members of the YOSL-OIC and TaHuKah teams (30 people) have received training external communication (4 days) from the SOS team and external experts.</p>	<p>Target partially achieved</p> <p>12 people (10 TaHuKah staff, 2 OIC staff), 11 days MEL, 8 days comms training.</p> <p>Detail in section 3.1</p> <p><b>Evidence:</b> Training records, outputs, attendance registers (annex 5j + 5k).</p>
<p><b>Output indicator 3.2</b></p> <p>By the end of the project period the importance and programmatic value of providing good quality MEL data is reported across the TaHuKah and YOSL-OIC teams.</p>	<p>The importance of high quality programmatic MEL, facilitated by high accurate and regular data collection is recognised across the teams</p> <p>Detail in section 3.1</p> <p><b>Evidence:</b> Baseline assessment of skills in monitoring, evaluation and learning and external communication, and end of project assessment of perceived importance of MEL, as well as anecdotal observation of increased dedication of time and resources to MEL data collection and activities.</p>
<p><b>Output indicator 3.3</b></p> <p>a. By the end of Q2 Y2, a standardised system of reporting to SOS has been developed with YOSL-OIC and TaHuKah, and each organisation has submitted at least 1 report using the new template (baseline-no standardised reporting)</p> <p>b. By the end of Y2, SOS and OIC are meeting at least 50% of reporting deadlines as set out in SOS funders' grant agreements.</p>	<ul style="list-style-type: none"> <li>▪ <b>TaHuKah:</b> Target achieved. Activity reporting to SOS has been standardised, and reporting deadlines have been consistently (100%) hit since August 2024 (3 quarterly reporting deadlines hit) and the standardised format has provided SOS low engagement from OIC with sufficient information to easily track progress of TaHuKah (<b>ACHIEVED</b>).</li> <li>▪ <b>YOSL-OIC:</b> YOSL-OIC director developed a new excel-based standardised reporting for SOS-supported projects (new to OIC 1.5 years ago). Using this template, YOSL-OIC reports to SOS have met round 40% of deadlines set out in funder agreements (<b>NOT ACHIEVED</b>).</li> </ul> <p>Detail in section 3.1</p> <p><b>Evidence:</b> Current TaHuKah standardised template for reporting to SOS (annex 5l), reports received by SOS, and future indicator-focussed report template.</p>
<b>Output indicator 3.4</b>	Target achieved.

<p>By Q1 Y2 an exit strategy plan for the project has been formulated</p>	<p>A full exit strategy document has been put in place and agreed with partners. This exit strategy has been carefully considered, and addresses the sustainability of project outputs and outcomes. This exit strategy has now been updated to a capacity sustainability plan.</p> <p><b>Evidence:</b> exit strategy document (annex 5m) and updated Capacity Sustainability Plan (annex 5n).</p>
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**Annex 2 Project's full current indicators of success as presented in the application form (unless changes have been agreed)**

	SMART Indicators	Means of Verification
<p>Outcome:</p> <p>(Max 30 words)</p> <p>YOSL-OIC and TaHuKah's teams have improved technical capacities and capabilities to 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 By the end of Y2 at least 30 people from the YOSL-OIC and TaHuKah teams have received training, and at least 80% report an improved confidence and capacity to plan, deliver and monitor conservation programmes, compared to the beginning of the project.</p> <p>0.2 By the end of the funding period, an After Action Review (AAR) has been conducted by SOS with partner teams, and at least 50% of those involved report that the programme has contributed to increased organisational capacity, and action points to continue capacity building activities after the funding period have been committed to.</p> <p>0.3 By the end of Y2, the TaHuKah team (12 people) report that the capacity and resources gained from training and participation in the project have improved their technical understanding, 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, compared to the beginning of the funding period.</p>	<p>0.1 Training attendance records; Anonymous feedback from training participants provided through pre and post training surveys, focus group discussions as well as ad hoc reporting.</p> <p>0.2 Notes and Report from AAR, as well as ongoing workplans for partner programmes.</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>Output 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>1.3a By Q4 Y1 new Operational and HR manuals are agreed and complete.</p> <p>1.3b By the end of Y2, the Operational and HR manuals are available to all TaHuKah and YOSL-OIC staff members for use.</p>	<p>1.1, 1.2 &amp; 1.3a Availability of final documents.</p> <p>1.3b Number of staff with access to manuals (including online access and physical copies).</p>



<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.</p>	<p>2.1a By the end of Y1 12 members of the TaHuKah team have taken part in a total of 24 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>2.1b By the end of Y2 12 members of the TaHuKah team have taken part in a further 28 days (52 total) of intensive training in specific technical areas.</p> <p>2.2a By the end of Y1 at least 2 new resources for delivery of specialist technical areas have been created.</p> <p>2.2b By the end of Q2 Y2 4 new resources (total 6) for delivery of specialist technical areas have been drafted.</p> <p>2.2c By the end of Y2 Q3 6 resources have been finalised and published.</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>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 to online partners, funders and supporters, for reporting and to encourage further investment/support.</p>	<p>3.1a By the end of Y1 key members of the YOSL-OIC and TaHuKah team (30 people) have received intensive training in monitoring, evaluation and learning (8 days) from the SOS team and external experts.</p> <p>3.1b By the end of Y2 key members of the YOSL-OIC and TaHuKah teams (30 people) have received training external communication (4 days) from the SOS team and external experts.</p> <p>3.2 By the end of the project period the importance and programmatic value of providing good quality MEL data is reported across the TaHuKah and YOSL-OIC teams.</p> <p>3.3a By the end of Q2 Y2, a standardised system of reporting to SOS has been developed with YOSL-OIC and TaHuKah, and each organisation has submitted at least 1 report using the new template (baseline-no standardised reporting)</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 questionnaire from training participants about perceived importance and programmatic value of collecting MEL data.</p> <p>3.3 i) Good quality reports received by SOS, with sufficient detail to enable MEL.</p> <p>ii.) Online report tracker recording reporting requirements, status, responsibilities and timeline.</p>

	<p>3.3b By the end of Y2, SOS and OIC are meeting at least 50% of reporting deadlines as set out in SOS funders' grant agreements.</p> <p>3.4 By Q1 Y2 an exit strategy plan for the project has been formulated</p>	3.4 Availability of exit strategy plan document
<p>Activities (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> <p>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)</p> <p>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).</p> <p>Activity 1.3 Four-day training on development of operations and HR manual (2 people).</p> <p>Activity 1.4 Provision of technical assistance to YOSL-OIC and TaHuKah (online training) to develop new operations and HR manual.</p> <p>Activity 1.5 Monthly check-ins with managerial team at YOSL-OIC and TaHuKah to identify issues in applying operations and HR manual.</p> <p>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.</p> <p>Activity 2.1 Four-day training in GIS data collection, input, sharing and analysis, plus remote sensing (14 people).</p> <p>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).</p> <p>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).</p>		

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.

**Annex 3 Standard Indicators: Table 1 Project Standard Indicators**

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total achieved	Total planned
DI-A01	Number of people from key national and local stakeholders completing structured and relevant training.	People Proportion	Gender; Stakeholder group; Training typology (biodiversity, sustainable development, finance, programme management, safeguarding, gender etc.)	47	13		60	>30
DI-A04	Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training.	People	Gender; Stakeholder group	41	7		48	>24
DI-A03	Number of local/national organisations with improved capability and capacity as a result of project.	Number	Organisation Type.	2	0		2	2

**Table 2 Publications**

Title	Type (e.g. journals, manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)

## Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the <b>correct template</b> (checking fund, type of report (i.e. Annual or Final), and year) and <b>deleted the blue guidance text</b> before submission?	X
<b>Is the report less than 10MB?</b> If so, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	X
<b>Is your report more than 10MB?</b> If so, please consider the best way to submit. One zipped file, or a download option, is recommended. We can work with most online options and will be in touch if we have a problem accessing material. If unsure, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line.	
If you are submitting photos for publicity purposes, <b>do these meet the outlined requirements (see section 14)?</b>	X
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	X
<b>Have you provided an updated risk register?</b> If you have an existing risk register you should provide an updated version alongside your report. If your project was funded prior to this being a requirement, you are encouraged to develop a risk register.	X
Have you involved your partners in preparation of the report and named the main contributors?	X
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	