



Welcome to the Darwin Initiative Seminar Series!

Day 1: Tuesday 21st April 2026





Session 2: Locally Led / Human Rights, and Inclusion

Session chaired by: Dilys Roe



Department
for Environment
Food & Rural Affairs





Scaling Rights-Based Approaches for Conservation and Poverty Reduction in Indonesia

Ziva Justinek
Planet Indonesia



Department
for Environment
Food & Rural Affairs



BIODIVERSITY
CHALLENGE FUNDS

Project at a Glance



Mission: Conserve at-risk ecosystems through integrated community-led governance to address socio-economic challenges and drive conservation.

Integrated Outputs: Tenure Security · Adaptive Natural Resource Management · Good Governance · Resilient Livelihoods · Healthcare Access · Financial Inclusion

67,996 ha

with secured tenurial ights

950,000 ha+

high-value conservation area protected

76

governance institutions supported

15

Women's groups accessing and utilising resources

6,600+

direct project beneficiaries

24

SMART patrol units active

571

farmers trained in climate-smart agriculture

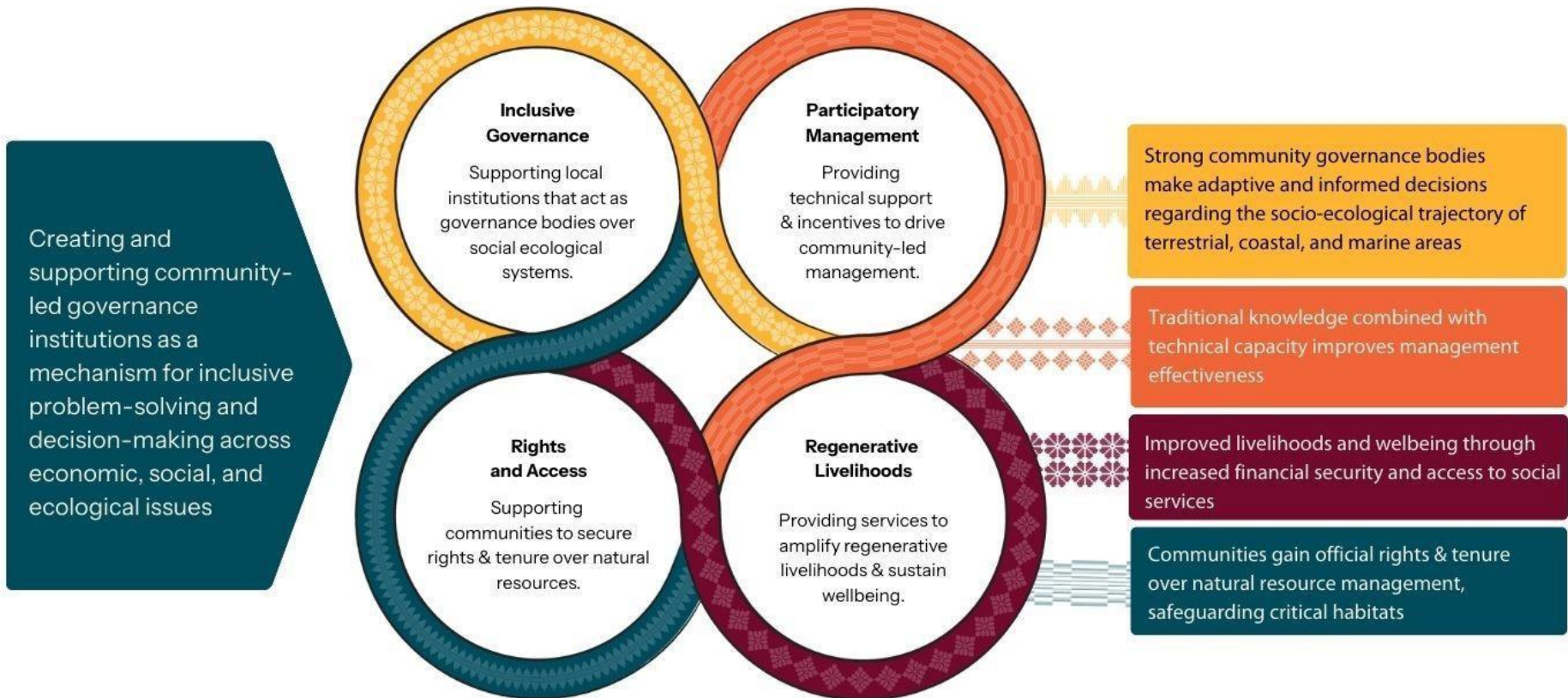
171

Health Ambassadors mobilised

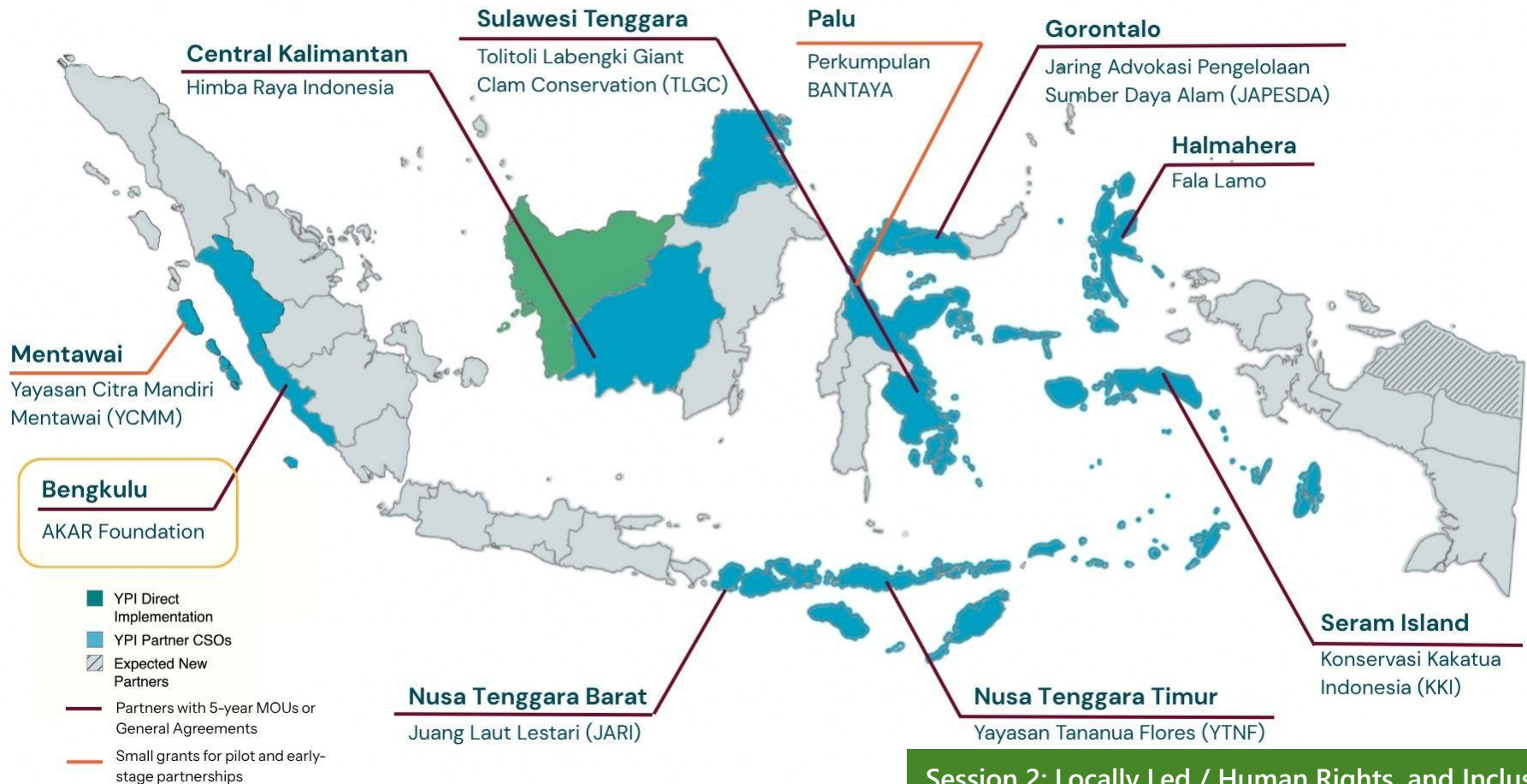
Project at a Glance



Core Model



Project at a Glance



What 'Locally Led' Means in Practice



Tenure Before Everything

Communities must have legal rights to land before they can govern it.

> Social Forestry Scheme.

Community Institutions as the Unit of Change

Community Governance Bodies are the primary vehicles of project delivery. Capacity building is provided but communities own and implement their own Annual Work Plans.

FPIC as Standard Practice

Memorandum of Understandings signed with every village codify Free, Prior, and Informed Consent (FPIC). FPIC is applied to both community-led Social Forestry processes and state-led protected area management plans

Locally Designed NMR plans

Community members participate in Adaptive Natural Resource Management planning workshops.

Community-Led Monitoring

Patrols, climate-smart agriculture, and Health Programs are all led and implemented by community members.

Governance Independence Pathway

Through 25-indicator Good Governance Index, organisations are mapped from Basic → Developing → Advanced → Independent.

What Works Well

Achievements

- 67,996 hectares with secured tenurial rights.
- 15 women's groups established around resource-use governance.
- 47% growth in savings / loan assets in governance institutions with 82% loan repayment rate.
- 319 fishers supported in sustainable fisheries management.
- 32 travelling clinics delivered, reaching 2,800+ households.
- 21,900 resource-users indirectly benefited from secured tenurial rights and adaptive resource management.
- 344,409 hectares of marine areas participatory rezoned.



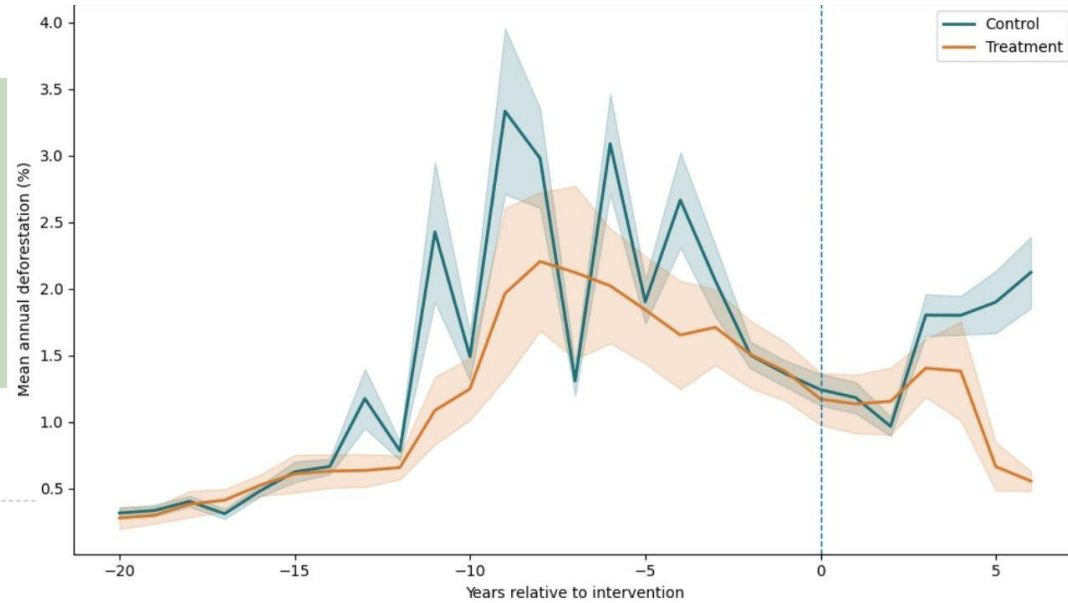
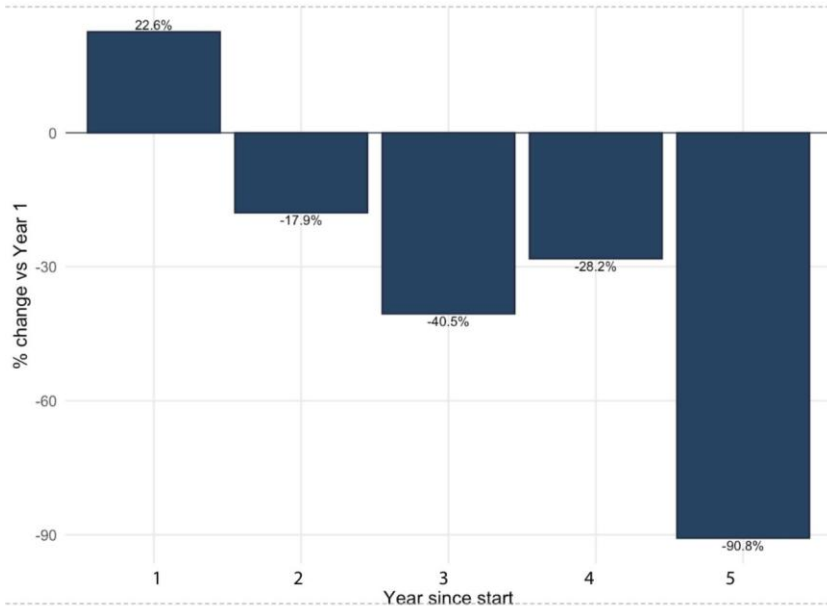
What Works Well



Achievements

Deforestation trends before and after community-led conservation

> -160% Reduction in Deforestation



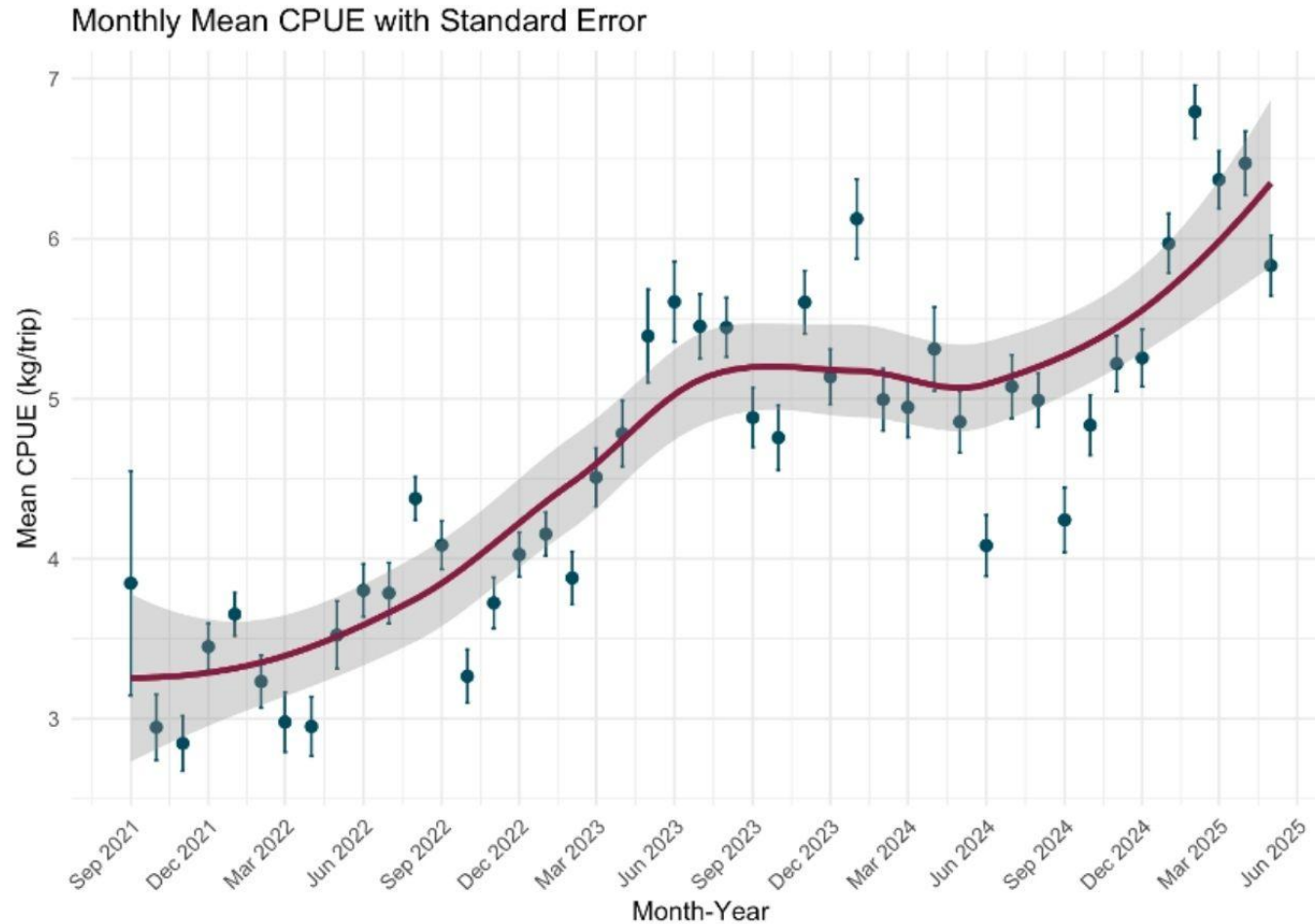
Percent change vs baseline of combined encroachment, hunting and logging in all sites over their first 5 years of community-led (or co) management.

What Works Well



Achievements

Catch per unit effort (CPUE) shows a 78% increase after the implementation of no-take zones



What Works Well



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What's Driving Success

Integrated model

Tenure + governance + natural resource management + livelihoods tackled together.

Pre-existing trust

Long relationships with communities and Memorandum of Understandings with provincial governments.

Community as evaluator

Annual reviews, participatory impact assessments, and fisheries data feedback build agency.

Good Governance Index

25-indicator roadmap gives communities clear independence pathway.

Peer learning

Community exchanges and farmer mentor networks build horizontal capacity beyond our work.

FPIC Embedded Throughout



FREE

Consent obtained without coercion, manipulation, or external pressure.

PRIOR

Collaboration begins at the group mapping stage over several days and continues during the partnership.

INFORMED

Communities receive full information on rights, responsibilities, support available and our involvement, ability to withdraw, as well as how to complain/report.

Applied to State-Led Protected Areas Too

We provide technical support to government agencies to embed FPIC into state-led protected area management planning, not only in community-driven processes. A public consultation on joint village head regulations for the Karimata Marine Nature Reserve demonstrated community voices shaping official policy.

Challenges Encountered

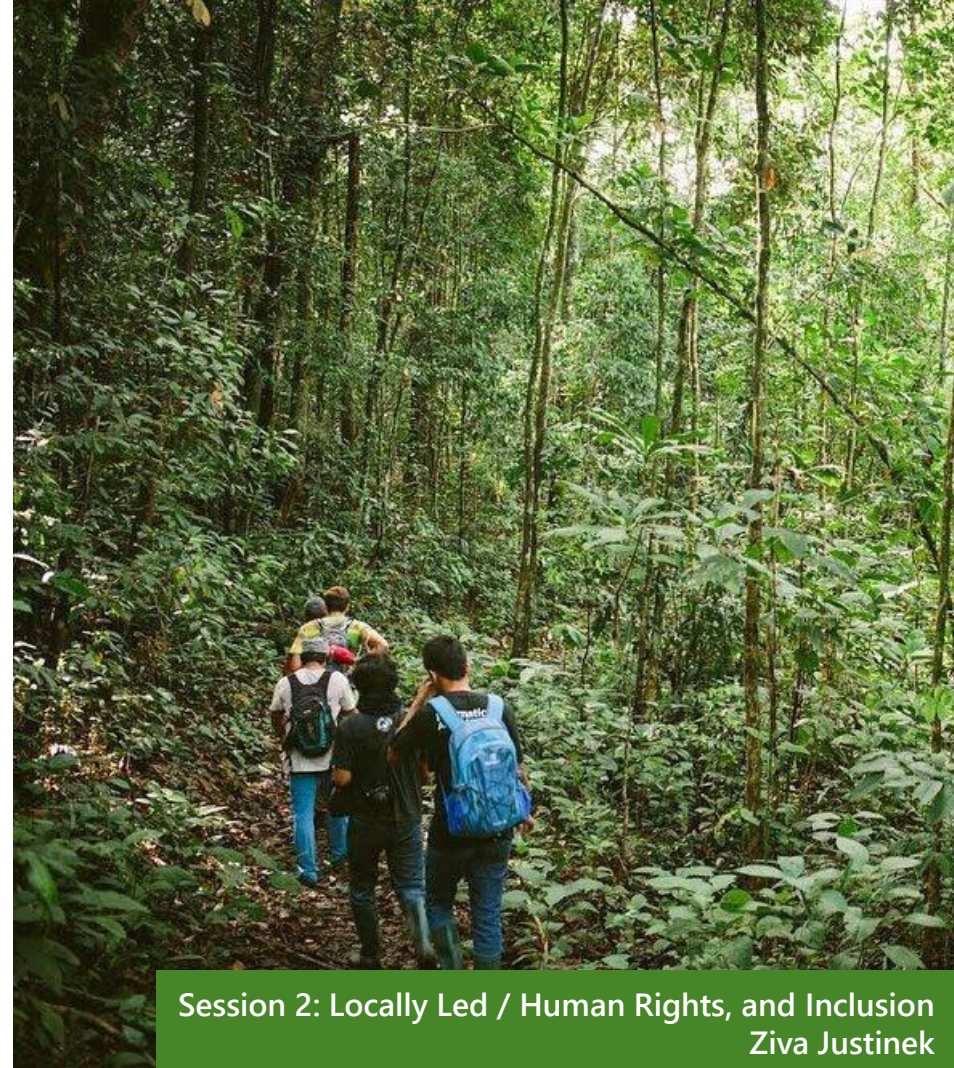


Governance & Enforcement

- SMART patrols face high accident risk; government insurance enrolment guidance being finalised
- Patrols are male-dominated
- Government agency coordination required > slow bureaucracy causing delays in field activities

Capacity Building Needs

- Regular refresh-knowledge training
- Financial literacy and bookkeeping capacity gaps persist in some governance institutions despite training
- Knowledge products for CSO partners (10 program guides) still in review/testing phase - field use delayed



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Challenges Encountered

Communities

- Gender inclusion in fisheries governance is challenging; ~80% of fisher households rely on fishing (male-dominated); women's roles in post-catch processing are undervalued in governance discussions.
- New administration in Indonesia (2025) raised political risks around social forestry permit support.
- Community demand exceeds current funding capacity, Planet Indonesia cannot respond to all requests from interested villages.



Reputational & Safeguarding Risks

- Safeguarding Standard Operating Procedures under legal review
- SEAH risk formally registered; staff training carried out; policies being aligned to Indonesian national regulations
- No community sensitisation on SEAH rights has occurred yet

Key Lessons and Takeaways



- 1 Locally led is a process. Communities need tenure rights, institutional capacity, and governance structures before they can lead, investing in these foundations is what makes locally led durable.
- 2 FPIC must extend beyond community consent to state processes. Embedding FPIC in government-led protected area planning transforms it from a project requirement into a governance norm.
- 3 Safeguarding is a live gap requiring honest disclosure. Formalising Standard Operating Procedures, recruiting dedicated HR / legal capacity, and conducting SEAH training of team members and SEAH community sensitisation need to be active priorities.
- 4 Capacity building is cumulative and non-linear. Governance independence takes years. The 4-stage independence pathway provides a shared language for communities and donors to track real institutional growth.

Rights return authority
Management turns plans into action
Livelihoods make it viable
Governance makes it durable

→ Conservation endures.

Thanks for listening!



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Inside-out: Building a Framework for ranger Gender Equity & Social Inclusion (GESI)

Dr Lindie Botha
Conservation Synergies



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In the beginning...



Rangers / Scouts / Officers like Thandi and Joseph live daily with consequences of:

- What organisations *prioritise or ignore*.
- What social systems (team, org, society) deem acceptable or not.

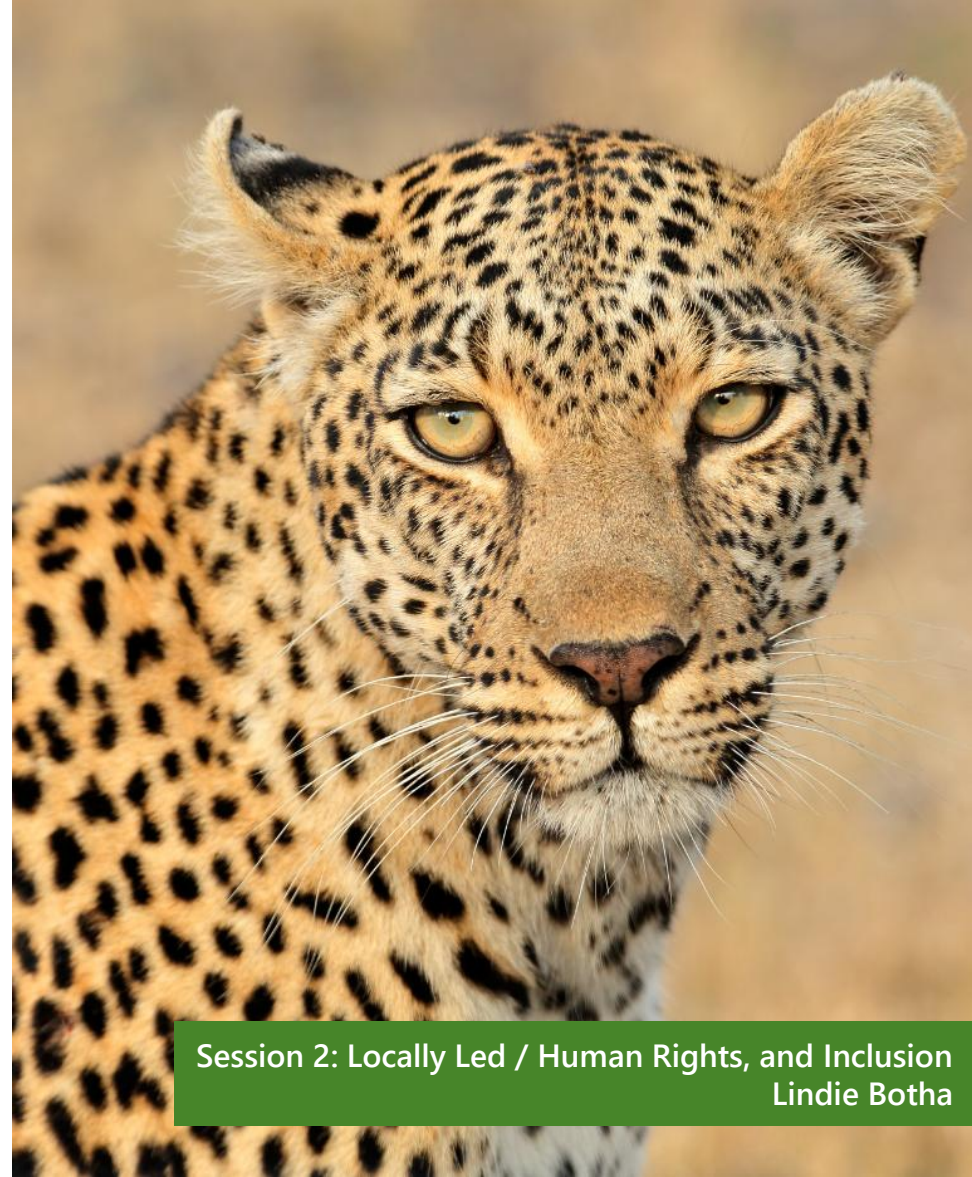
What would it take to *nudge* those systems to be *fair, safe, and inclusive* - and, in doing so, bolster organisational *resilience*?

High-level overview



18-months, ranger departments Southern Africa, strengthen Gender Equity and Social Inclusion (GESI).

Implementation: Conservation Synergies and Wildlife Crime Prevention (WCP), 10 protected areas in Mozambique, South Africa, Zambia.



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High-level overview



3 objectives:

- Lived experience of GESI across ranger departments / countries - barriers and enablers.
- Context-specific GESI framework that shows where organisations are - *not yet gender sensitive to gender-transformative* - how to grow, develop.
- Test, refine, and institutionalise framework to be part of everyday management, not once-off "gender" project. It's about **resilience**...



Theory of Change: GESI imperative



Organisational resilience = ability to take hit, stay standing, find way forward when world is upside down. Ready for the unexpected, keep doing what matters during a crisis, use adverse experiences to come back smarter, stronger - instead of just surviving*.

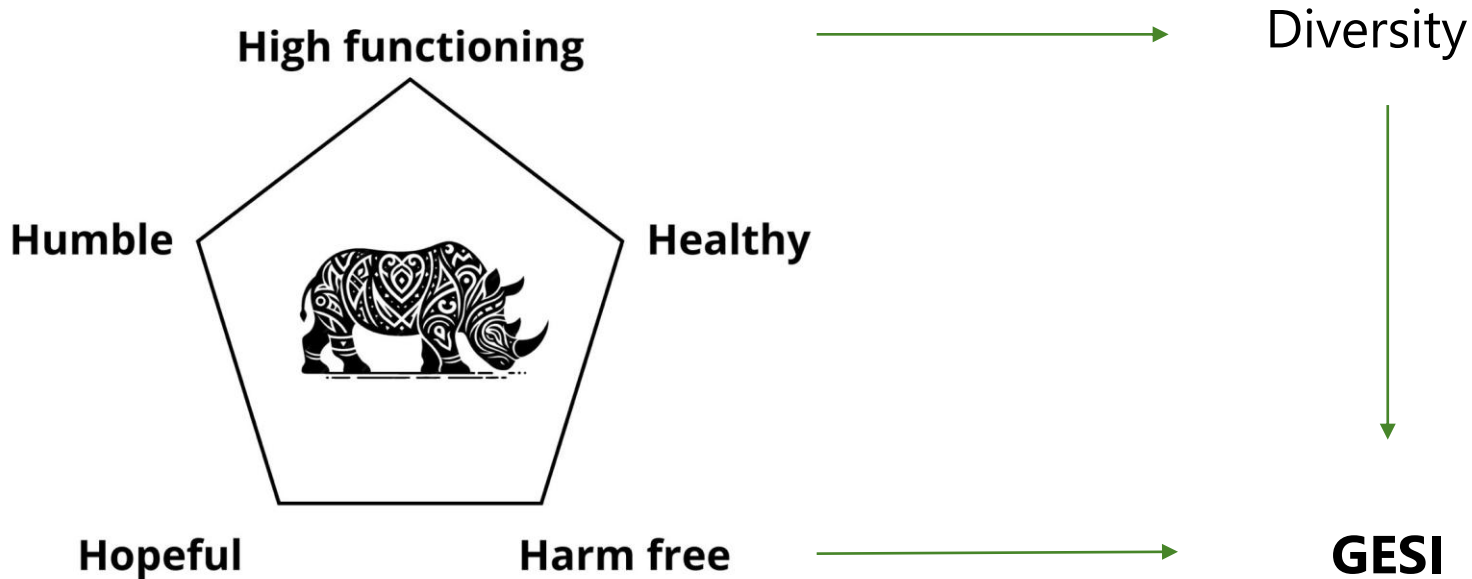


* Adopted from Williams et al, 2017.

Theory of Change: GESI imperative

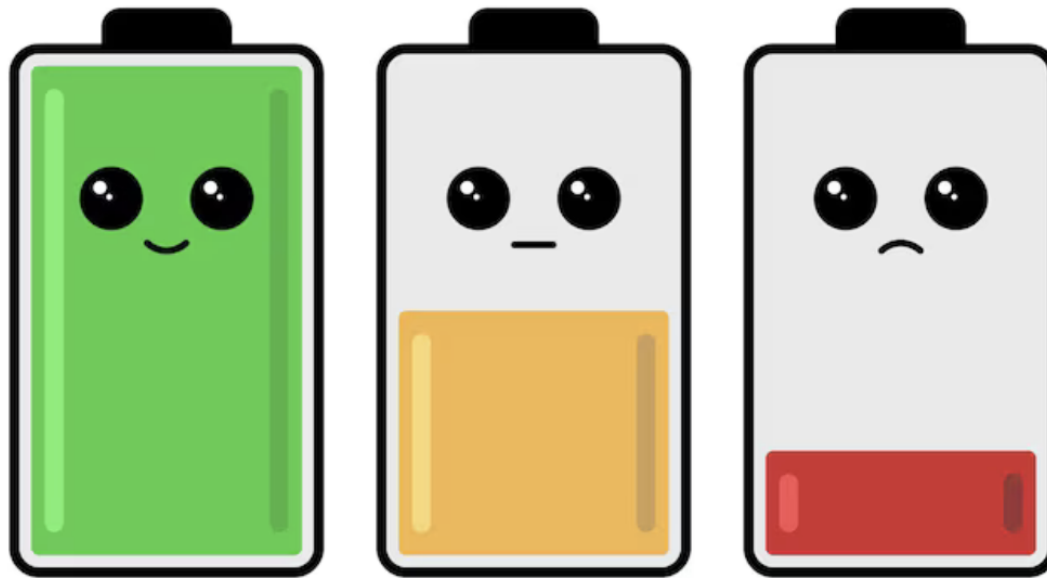


Organisational Resilience in extreme contexts



Conservation
Synergies

Theory of Change: GESI imperative



GESI-
transformative

GESI-Not
yet sensitive

Inside-Out

Conservation: Change “*out there?*” in communities, technology, operations, science...

What about change “*in here?*”

PAs should *model* desired changes. We can't:

- argue for environmental justice while tolerating discriminatory or unsafe internal practices.
- ask communities to trust rangers if women / marginalised staff don't feel *safe* or *seen* at work.
- build long-term resilience if internal systems are brittle, patriarchal, or reliant on few individuals rather than healthy, inclusive teams.



Barriers limiting GESI's potential

From literature review and interview data.

Women

- Unsafe deployments
- Inadequate selection, training for high-risk duties compared to male colleagues.
- Lack of gender-sensitive facilities
- Social and cultural norms frame ranger work as inherently male, restrict intake, progression and leadership opportunities.
- Sexual harassment, combined with fear of reporting, weak organisational responses.



Barriers limiting GESI's potential



Men

- Patriarchy benefits only few men at top of hierarchy.
- Militarisation in context of wildlife crime reinforce hyper-masculine cultures; "toughness," silence.
- Men expected to not show vulnerability, admit distress, or mistakes after violent incidents, to ask for support.
- Unprocessed trauma, alcoholism, strained relationships, gender based violence, teams less cohesive, less able to learn from experience.

Learning: baby steps and giant leaps



Intentional (slow!) cultural and structural change

Co-development. *Embedded* GESI Champions:

- Build from ground up with those who know terrain.
- Bridge between rangers, supervisors, project team.
- Support small, practical changes on ground.
- CoP, share experiences, momentum.
- Skeptical audiences: not only moral terms, but what managers already care about
- Meet each partner where they are at: reduce defensiveness, enable honest conversation.



Champions: leading the way



Champions co-design:

- Desk research / literature review questions
- Field-based research methodology and questions
- GESI-framework and safeguards
- Success indicators



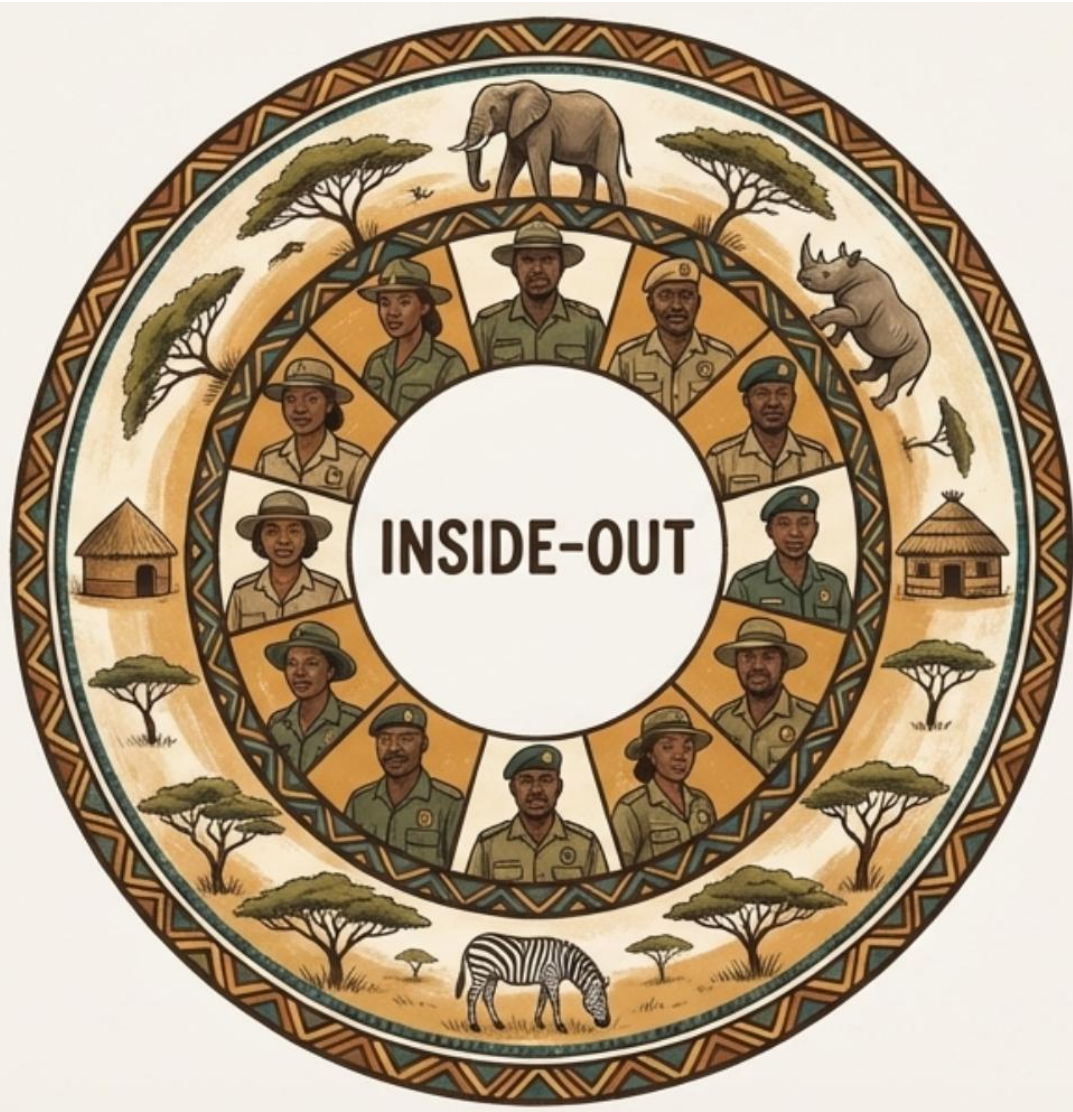
Champions & PA Partners co-producers of knowledge rather than implementers of external framework.

Capacity building runs in both directions.

Thandi & Joseph: the not-too-distant future



Thank you!



- Wildlife Crime Prevention (WCP), Zambia - Governance and oversight.
- Defra - choosing GESI when many saw funding cut for using words 'gender' and 'equity'.
- Participating parks and reserves, GESI Champions - drive, commitment, deep knowledge.