



PLANET  
INDONESIA

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STRATEGIC PLAN

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# ABOUT PLANET INDONESIA

Planet Indonesia is an international non-profit that conserves at-risk ecosystems through village-led partnerships in West Kalimantan, Indonesia. We utilize a right-based approach to engage locally-led solutions and unlock the potential for Indigenous and rural communities to lead in governing their surrounding natural resources, restoring and retaining balance within human-nature interdependence.

Our journey as an organization began by listening, responding, and adapting to the opportunities and challenges faced by communities in Indonesia. The Planet Indonesia core model was designed to bring positive change to the social ecological system by reducing threats to biodiversity and improving economic opportunity and access to basic services for local communities living within valuable biodiverse ecosystems. We link the four pillars of the core model through implementation of the community-led Conservation Cooperative Approach, the local governance institution which also drives the adoption of conservation action by communities.







# **MISSION**

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

# **VISION**

**A just socio-ecological system for humans and nature.**

# CORE MODEL

## Rights

Supporting communities to secure rights and tenure over natural resources - the lifeline for rural livelihoods



## Management



Providing technical support and incentives to drive community-led management

## Governance

Supporting and growing local institutions that act as the governance body over social-ecological systems



## Regeneration



Providing socio-environmental services to amplify regenerative livelihoods and sustain well-being



**THRIVING  
PEOPLE**

**IN**

**HEALTHY  
TROPICAL  
ECOSYSTEMS**

# IMPACT AND REACH TO DATE



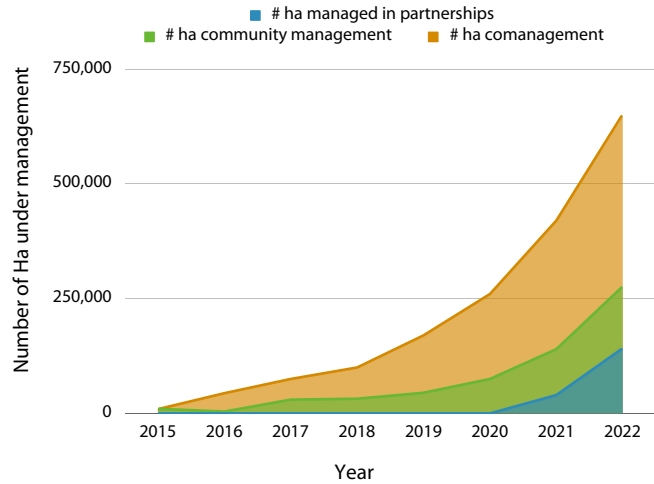




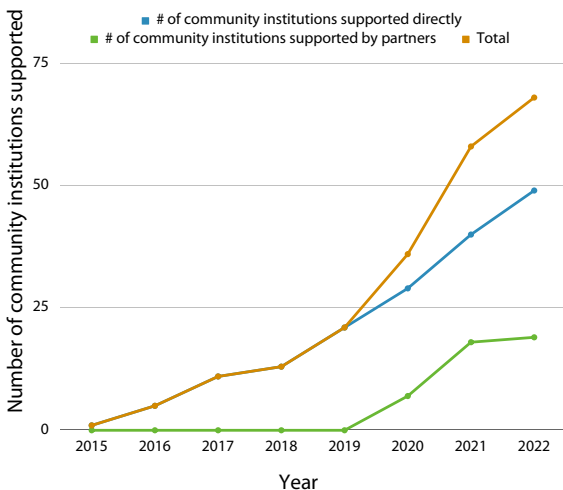
# RIGHTS AND MANAGEMENT



We reach 647,000 hectares of terrestrial and marine areas through direct implementation of programs, programs managed collaboratively between communities and government, and programs implemented through partnerships. Between 2015 and 2022 we witnessed a growth of 54% as we scaled our approach directly and crucially through like-minded CSO or NGO place-based partnerships.



# GOVERNANCE

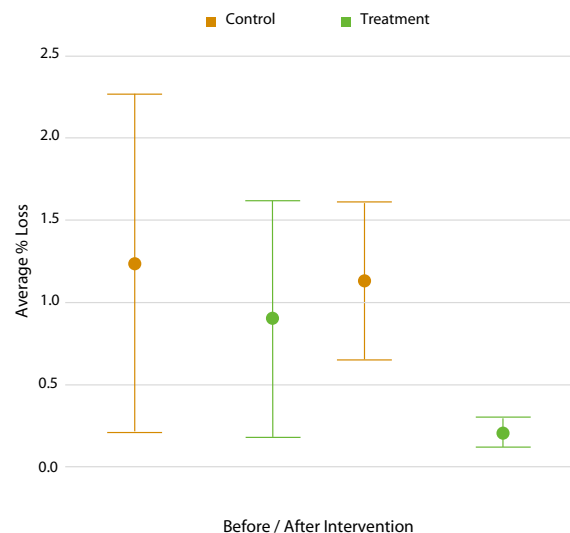


Formed of committed community members who act as a decision-making body, governance institutions co-designed and delivered a variety of services to address the socio-economic hardships communities face. Governance institutions, referred to as Conservation Cooperatives, are the cornerstone of our approach. To 2022, we have supported 69 institutions directly and through our partners.

# REGENERATION



By facilitating regenerative socio-economic services we help communities strengthen resiliency and disaster-risk preparedness. Consequently, communities are less reliant on exploiting natural resources from their surrounding forests. This, coupled with reforestation efforts and agroforestry, leads to the regeneration of degraded forest lands and healthier ecosystems. Since working with communities in Gunung Nyiut in 2015, village-led conservation efforts have seen the planting of 68,500 trees of 46 different species and a 77% reduction in forest loss. An analysis of forest cover from 2000 to 2021 shows a dramatic decrease in deforestation rates in areas managed by communities vs control sites.





**What we do**

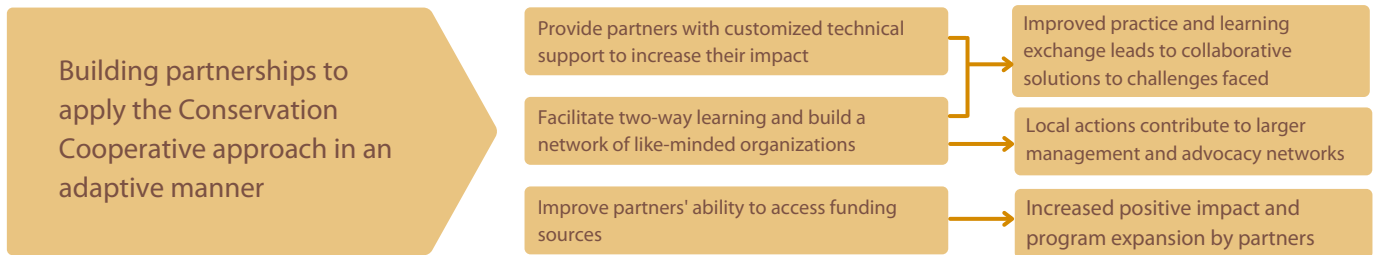
**How we do it**

**Impact it creates**

## CORE MODEL



## PARTNERSHIP SUPPORT

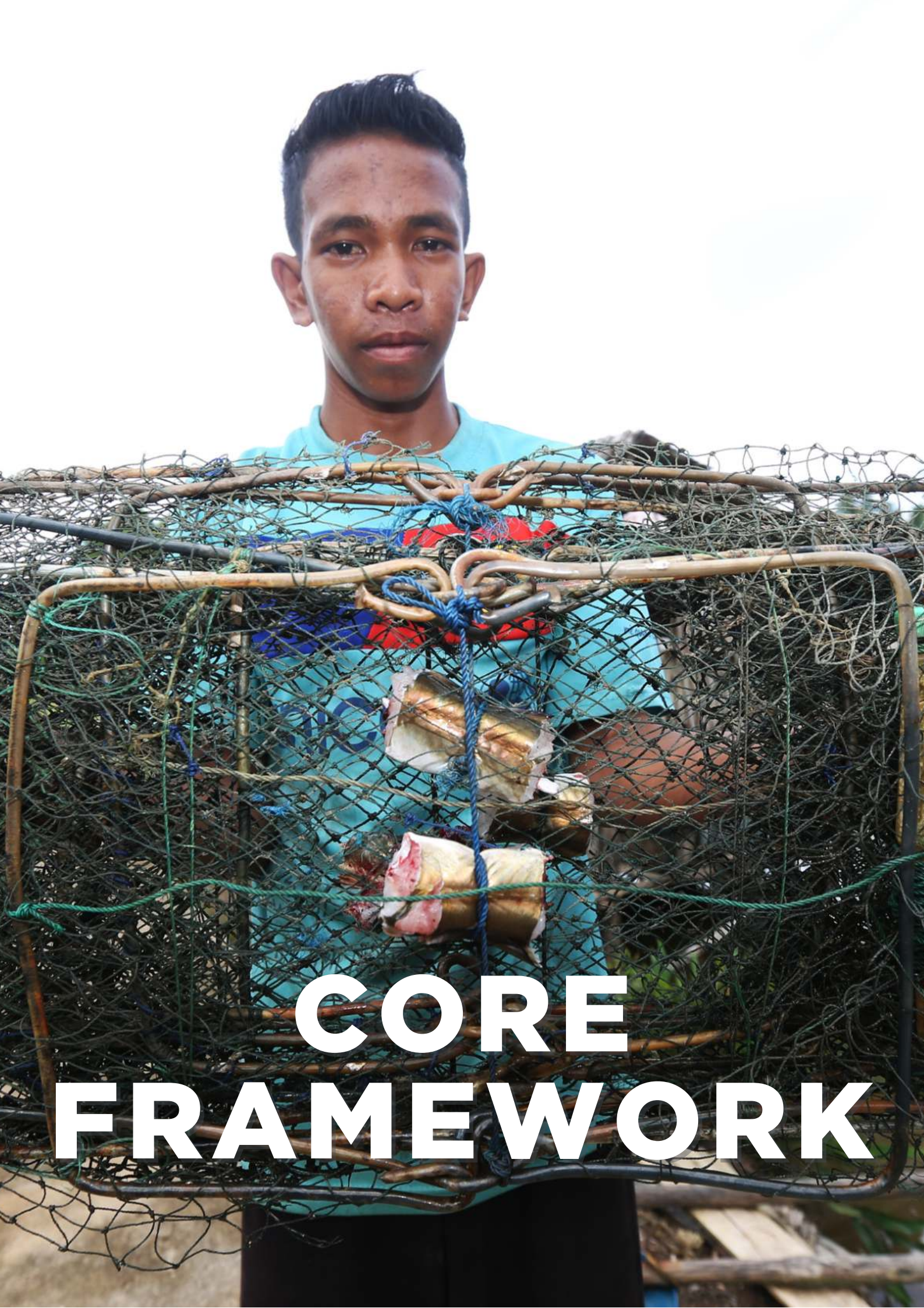


## POLICY AND ADVOCACY



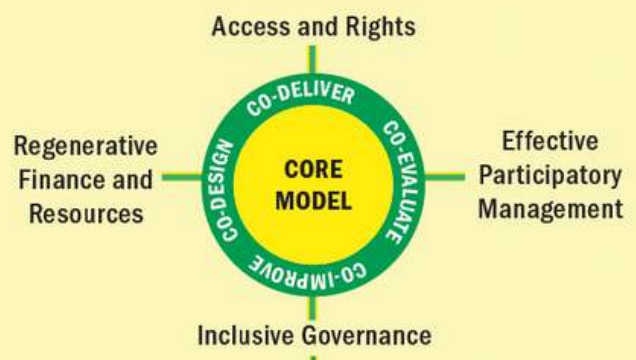
→ **MISSION AND VISION**

\*Community-led governance is defined by YPI as a people-centered approach to integrate conservation of natural resources (water, soil, trees and local biodiversity) with empowerment to overcome poverty, food insecurity, health and socio-economic difficulties.



# CORE FRAMEWORK

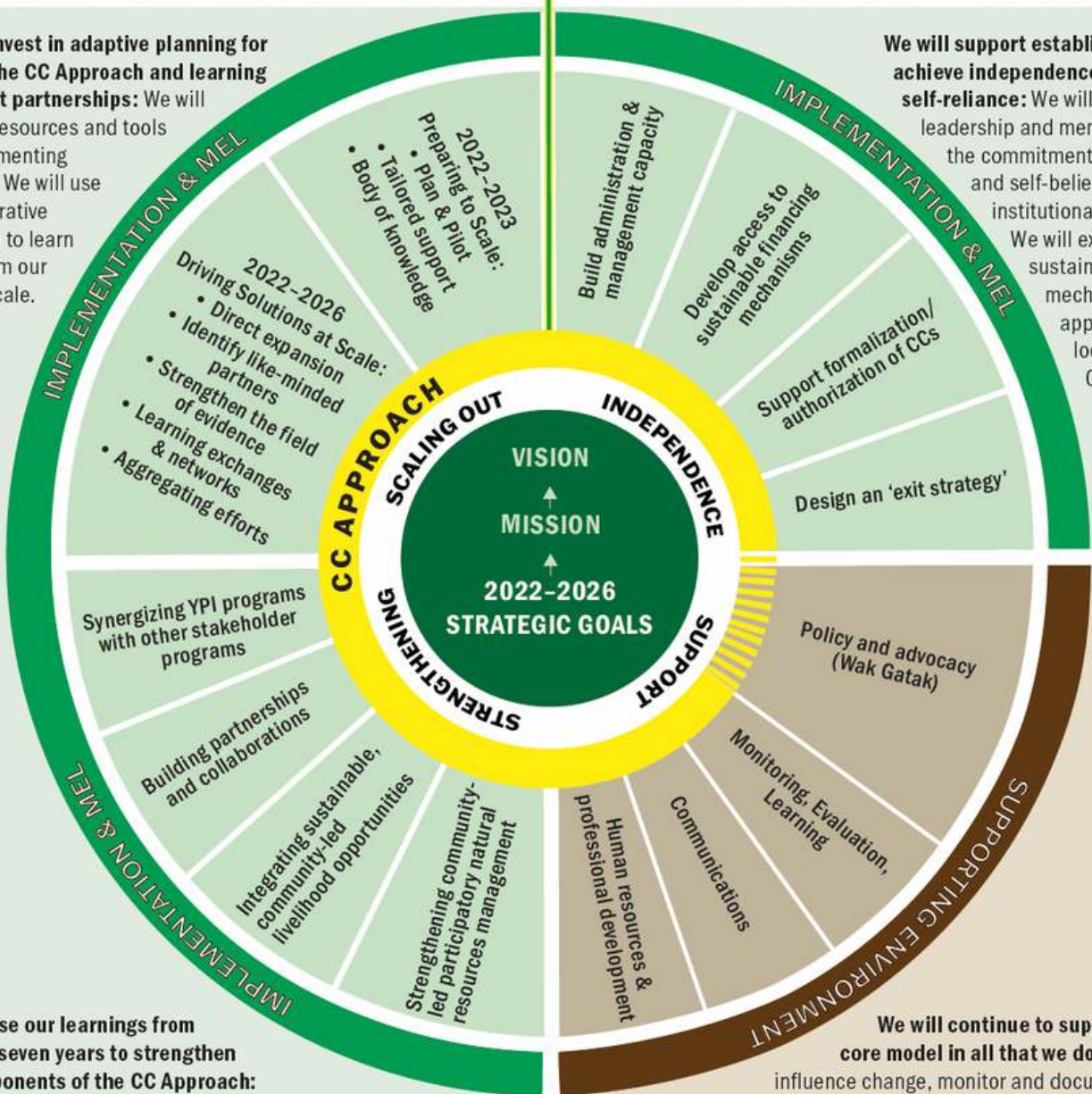
**CORE MODEL**



**We will consolidate implementation of the core model:** We will implement the CC Approach with strong coordination among our work divisions.

**STRATEGIC AREAS OF FOCUS & PRIORITY ACTIONS 2022-2026**

**We will invest in adaptive planning for scaling the CC Approach and learning from pilot partnerships:** We will develop resources and tools for implementing partners. We will use a collaborative approach to learn and inform our plan to scale.



**We will support established CCs to achieve independence and develop self-reliance:** We will work with CC leadership and members to build the commitment, skills, capacity and self-belief necessary for institutional independence. We will explore sustainable financing mechanisms appropriate to the local context and CC structure.

**We will use our learnings from the past seven years to strengthen key components of the CC Approach:** We will focus on synergizing work across programs within landscapes and building collaborations for better outcomes for the communities.

**We will continue to support the core model in all that we do:** We will influence change, monitor and document impact, and build public support for conservation of the at-risk ecosystems in which we work. **Within our team** we will build our knowledge and foster a strong, supportive organizational culture and commitment to change.

**OUR SUPPORTING ENVIRONMENT**



**STRATEGIC  
APPROACH  
AND GOALS**

# Strategic Approach and Goals

Here we present simplified high-level goals for the 2022-2026 period across four strategic areas.

Our internal-facing document has sixteen high-level goals in four strategic areas of focus are described here along with their SMART Objectives. Key Performance Indicators are presented in the following section. The full table of goals, objectives and annual milestone activities can be provided upon request.

## Strategic areas:

- A.** Deepen Direct Impact and Strengthen Core Model
- B.** Towards independence of Community-led Governance Institutions
- C.** Scaling up
- D.** Cross-cutting programs



# A. Deepen Direct Impact and Strengthen Core Model

We will implement the core model with strong coordination among our work divisions.

We will use our learnings from the past seven years to strengthen key components of the core model.

We will focus on synergizing work across programs within landscapes and building collaborations for better outcomes for the communities.



1. Strengthen training tools, outreach materials, and visual learning to increase the capacity of community-led governance bodies.
2. Strengthen collaboration and synergies of community-led governance institutions with other stakeholders (e.g. government, finance mechanisms).
3. Strengthen legal tools at our organization to advance rights and access for communities over natural resources - with a focus on legal tools for conflict areas.
4. Strengthen community-led participatory natural resources management by positioning the governance of natural resources into the core structure of governance institutions.
5. Nest sustainable, community-led livelihood opportunities, into governance institutions.
6. Build community capacity in developing and managing businesses for achievable, sustainable, and productive results.

# B. Towards independence of Community-led Governance Institutions

We will support established community-led governance institutions (BTKT) to achieve independence and develop self-reliance:

- We will work with BTKT leadership and members to build the commitment, skills, capacity, and self-belief necessary for institutional independence.
  - We will explore sustainable financing mechanisms appropriate to the local context and BTKT structure.
1. Develop access to sustainable financing mechanisms for governance institutions at the community or village level, relevant to the region and local resources, agency structure, and community aspirations.
  2. Support formalization or authorization of community-governance institutions, through a member-preferred, legal organizational structure and is contingent upon administrative and management capacity and financial independence.

In this strategic plan, the term 'community-led governance body' (Badan Tata Kelola Terkait), described by its Indonesian acronym, BTKT is intended to include all local governance bodies involved in YPI's programs and activities. This is predominantly the Conservation Cooperatives (CC) supported by YPI, but also includes other institutions such as the Village Forest Management Body (LPHD) and Customary Forest Management Body (LPHA), etc.





# C. Scaling up - Replication and Preparation

We will invest in adaptive planning and learn from pilot collaborations with NGOs on other islands in Indonesia. We will use a collaborative approach to support and learn together with implementing partners and use this experience to inform the development of support mechanisms and materials for implementing the approach and national expansion.

We will conduct a critical evaluation and rigorous trial to obtain further evidence for the effectiveness of the core model. We will evaluate the 'suitability' of the approach across the diverse archipelago, and how implementing this approach requires adaptation to local social, natural and cultural conditions.

1. Invest in identifying local, like-minded, and high-performing partners, through alignment of mission to amplify their impact.
2. Scale through two expansion pathways, in West Kalimantan and nationally across Indonesia.
3. Test methods of expansion for the core model approach in West Kalimantan.



## C. Scaling up - Nationally

- 1. Strengthen the field of evidence**  
to drive community-led conservation approaches and inform policy decisions, through learning, research, and objective assessments of successful outcomes and implementation challenges.
- 2. Aggregate efforts**  
working to anchor local efforts in larger networks to mobilize grassroots movements to reach policymakers, gain visibility, and drive change at scale.
- 3. Support partners**  
and learn from their experiences applying the principles of the core model and evaluating the impact of expansion efforts on the integrity of the approach, accountability to community constituents, area management, technical support mechanisms, and influence or policy adoption.
- 4. Develop a collection of knowledge and facilitation resources**  
in the form of curriculum and training modules, guides, evidence-based research, and lessons learned as an accessible reference tool to support the implementation of the CC approach.
- 5. Strengthen partnerships**  
through learning exchanges and networks, connecting partners, and encouraging collaboration and sharing between communities, NGOs/CSOs, and community-led organizations to inform best practices.
- 6. Carry out monitoring and evaluation**  
in a credible, public, and transparent manner by involving beneficiaries and implementation partners as well as independent parties.



## D. Cross-cutting programs

We will continue to support the core model in all that we do:

- We will influence change, monitor and document impact, and build public support for conserving the at-risk ecosystems in which we work.
- Within our team, we will build our knowledge and foster a strong, supportive organizational culture and commitment to change.



### Monitoring, Evaluation, Learning and Communications:

- 1.** Measure and communicate YPI's impact, to define best practices and promote evidence of rights-based approaches that drive social-ecological change.
- 2.** Contribute to an honest and transparent learning environment, by communicating successes, areas for improvement, and failures.
- 3.** Advocate for community-led approaches targeting communications to drive support and resources to the sector.
- 4.** Amplify YPI's visibility, promoting stories that strengthen YPI's recognition and reputation.
- 5.** Support awareness programs and environmental education.

### Human Resources and Professional Development:

- 1.** Increase access to knowledge, training, and support for staff, and explore the potential for cross-institutional learning with collaborators.
- 2.** Foster the development of a shared commitment to YPI's overall goals, creating a workplace culture that will support and drive change.
- 3.** Improve organizational understanding and capacity about the design and implementation of holistic approaches for social-ecological change.

# Building a Supportive Environment

Planet Indonesia works through Wak Gatak, the ex-situ branch of our organization, to reduce the impacts of wildlife trafficking on biodiversity and the bicultural dimensions of society.

## Policy and Advocacy

1. Work with law enforcement and judiciary, supporting them by providing intel, improving capacity, and combating corruption of industries and crime rings that exploit nature and human rights.
2. Conduct wildlife trade research and advocacy research to uncover supply chains, map convergence points, and use data to advocate for policy reform and improved implementation.



## Songbird Rescue, Rehab, Release, and Behaviour Change

1. Implement the Songbird Rescue, Rehab, Release Program through mechanisms to save and protect songbirds and rehabilitate them for release into their natural habitat.
2. Drive behavior change through campaigns using innovative tools to reduce demand for wildlife, especially songbirds.







# Key Milestones



In this condensed document we provide several high-level milestones that map out our projected growth and impact. Our internal document has a variety of Key Performance Indicators (KPIs) that provide a view of the quantitative targets we have set against select strategic objectives described in the previous section. These related targets will be used to assess annual performance and progress toward achieving our goals.

### **Internal KPIs are divided into key categories:**

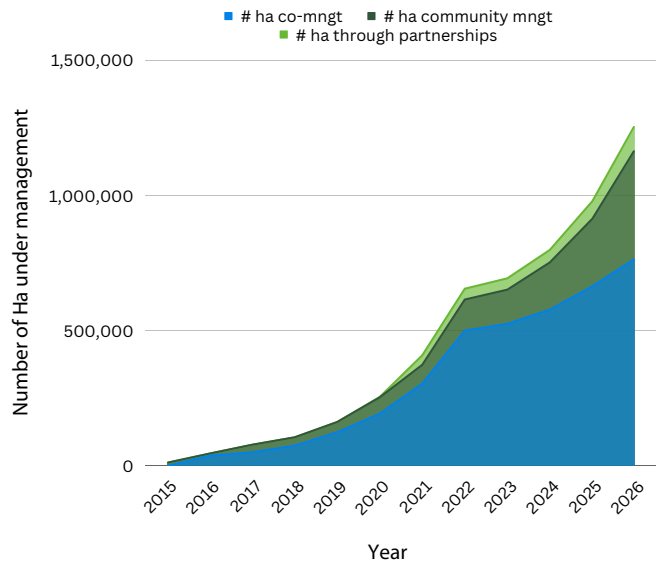
- **Learning** (internal & external) — KPIs related to capacity building, competency, and skills-strengthening, both within YPI as an institution, and within BTKT, associated partners, and agencies.
- **Internal Processes** — KPIs related to key internal institutional processes required to ensure organizational strength and program integrity.
- **BTKT Processes** — KPIs related to key processes for BTKT to achieve in order to become resilient and independent.
- **Growth** — KPIs related to the expansion and growth of the organization and partnerships.
- **Impacts** — KPIs related to tangible conservation and community development achievements on the ground.
- **Publications and Products** — KPIs related to reports and publications anticipated to emerge from YPI's work.

# Key Milestones and Targets

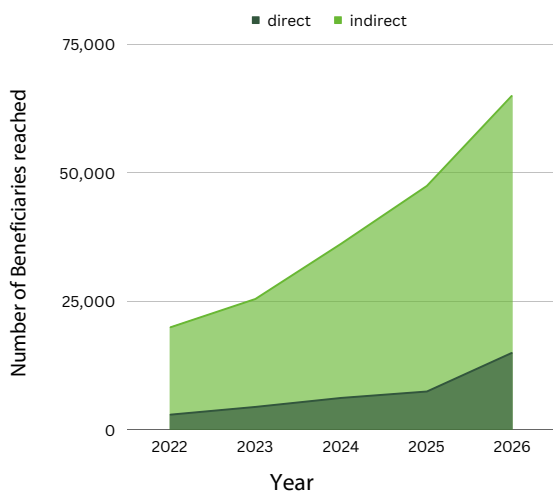
## REACH - HECTARES

**1250000+** hectares

of terrestrial and marine areas managed and protected through direct implementation of programs, programs managed collaboratively between communities and government, and programs implemented through partnerships.



## REACH - BENEFICIARIES



**65000** community beneficiaries reached

directly in West Kalimantan and indirectly through partner organizations across Indonesia.

**Growth from 4 to 10** place-based partners

implementing mission-aligned programs at scale.

## IMPACT - GOVERNANCE

**80%** of community institutions

over 3 years of age are classified as

**'Self-reliant'**

using our governance independence tool.





# Key Milestones and Targets

## GENDER INCLUSIVITY

### 65% beneficiaries are female

Exploring the specifics of how women and girls interact with nature and natural resources and engaging women who are dependent on natural resources with specific programs to strengthen existing livelihoods and promote new income-generating activities.



## IMPACT - REGENERATIVE LIVELIHOODS

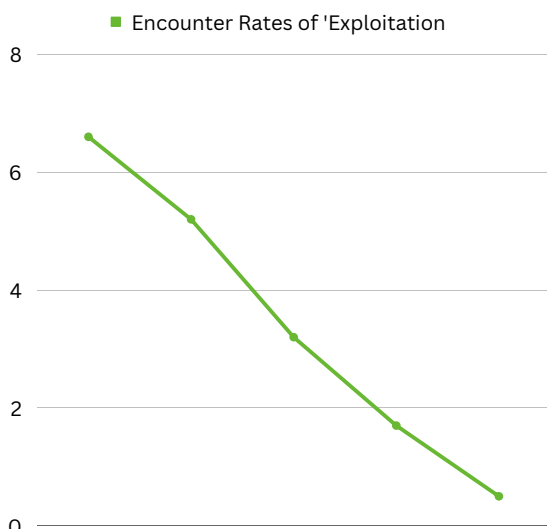
### 70% increase in access to financial services

through governance institutions for partner communities.

### 15-30% increase in yield

for rural resource-users (fishers, farmers).

## BIODIVERSE ECOSYSTEMS



### 60% reduction in exploitation of biodiversity over a 5-year period

Exploitation rates are calculated in each village boundary using SMART patrol data. Note each village will have a different 'start' year 1 exploitation rate. Visualized here is an average over the past 8 years of learning on average baseline rates.

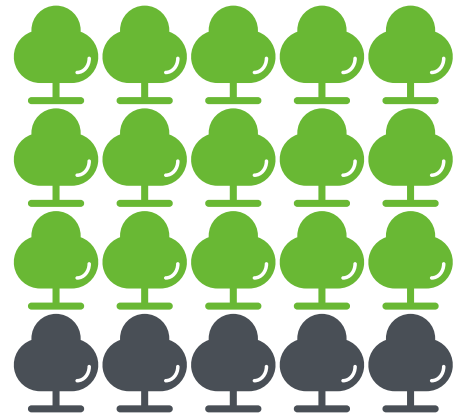


# Key Milestones and Targets

## REDUCED DEFORESTATION

**57-77% reduced deforestation within 3 years of partnering with a village**

Through the past 8 years we have recorded that on average deforestation within a village boundary is reduced by 57-77% in the first three years of working with us, we wish to continue and expand this amazing success to new areas in the next 5 years.



## INCREASED EFFICIENCY

We calculate the cost per unit impact by dividing the total reach in hectares of our organization by total program expenditure every year. Through refining our model we are looking to improve the efficiency of our organization with the target of operating at

**USD \$2.75 per ha by 2026**



# Financing Our Vision

Planet Indonesia utilizes several pathways to generate funds to support our five-year goals and strategy:

**Increase Individual Giving:** Planet Indonesia - USA is a US-based 501c3 non-profit that assists YPI in fundraising. PI-USA & YPI plan to strengthen individual donor outreach in the United States and beyond through media channels, in-person fundraising events, more strategic targeted outreach, and a variety of annual giving campaigns.

**Deepen 'Foundation' Support:** PI has a strong track record of building positive long-term relationships with a variety of family foundations. These foundations often provide semi-unrestricted funds to general support grants that have been integral to the development of the organization. Over the next five years, we will continue to expand our network of foundation support. This area of support is also integral to PI's scaling goals as low-hassle, impact-driven grants and support is the key funding source that mobilizes impact at scale and supports partner CSOs in Indonesia.

**Strengthen Government Funding:** PI has a strong track record of working with a variety of government agencies from USAID, the US Department of State, the US Dept of Interior, Defra – Darwin, and DIFID, among others. Government support is critical to supporting direct implementation work in West Kalimantan. This restricted funding will be expanded and leveraged to accelerate the expansion of work conducted directly by PI in West Kalimantan.

**Payment for Ecosystem Services (PES):** PI is exploring several innovative finance mechanisms from PES to Blue Carbon Finance. While current (2022) Indonesian legislation acts as a major barrier to this, PI has plans to pilot alternative finance models to reduce dependency on grants and individual gifts.



# LOOKING TO THE FUTURE

Our inspirational impact statement is:

**"Unlocking the potential of ecosystems to support equitable social-ecological trajectories for rural communities"**

# OUR VALUES



**Radical listening**

**Collaborative working processes**



**Open, honest, empathatic and communicative workplace culture**

**Mutual respect in working relationships**



**Maintaining supportive, nurturing working relationships**

**Reflective feedback mechanism**



**Agile, lean and adaptive working arrangements**

**Evidence-based decision-making**



# OUR PRINCIPLES



## Human-Nature Synergy

Human-nature interactions can be maintained, balanced, and configured in a way that both ecological systems and community development paradigms thrive. Human well-being is symptomatic of ecosystem health, and the linkage is felt directly within rural village settings.



## Place-Based

Place-based approaches account for the features and unique sets of circumstances that occur in a given area. By valuing local knowledge and insight, we are able to design and develop to the needs and opportunities identified by the local resource users present on the ground.



## Community-led

Community ownership is critical in acknowledging rights and enabling a secure position for communities to drive the evolution of their surrounding area. This pivots away from conventional approaches of community members acting as recipients of an externally-led program. Instead, communities are at the center, shaping their own future.



## Systems-Thinking

The symbiotic relationship between a rural community and the surrounding natural ecosystem cannot be ignored relative to local and global linkages. A holistic understanding of an area includes developing an overarching snapshot, identifying all parts of influence, and how these interact and converge to form a bigger picture.



## Process Orientation

Process orientation enables moment-specific opportunities and needs to be addressed as they arise. This invites participatory involvement to shape the entire experience. Innovation and place-based context can be integrated to enable practical and user-friendly outcomes for all involved.



## Evidence-driven

A strong foundational base builds upon what has proven to function. Monitoring, evaluation and reflective processes seek to inform decision-making processes, program design and partnership arrangements.



## Value-Adding

Strengths, opportunities, and pre-existing institutions are harnessed, built upon, and further developed where possible. While community needs and gaps are identified, they are not defined in a deficient manner.



## Adaptable

The dynamics on-the-ground are ever-evolving as conditions often change. Processes to detect variabilities and management tools that shift to meet these changes must be incorporated into any work plan.



## Two-Way Learning

As facilitators and coaches, we recognize that we are constantly learning and that each opportunity allows for more experience to be gained. We are not equipped with all the answers, therefore, we engage with humility and acknowledge the interactions with our community partners are a two-way learning exchange.



## Observational and Listening Lens

An observational and listening lens seeks to understand prior to forming preconceived decisions. The act of observing is critical to ensuring place-based approaches flourish as we steer clear of copy-paste replicas. Listening draws and builds upon the signals indicated by our partners.



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