



Collaborative Actions at Landscape Scale

**The Case of Wehea-Kelay
Forum in East Kalimantan,
Indonesia**

SEPTEMBER 2022



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We hope that the collaborative management of the Wehea - Kelay Essential Area can be a model for saving ecosystems in general and protecting orangutan habitats in particular. This truly magnificent effort can become a good lesson and be replicated in other places, especially in areas with essential ecosystems and surrounding communities.





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List of Acronyms

APL	Areal Penggunaan Lain (Area for other purposes)
ASD	Action for Sustainable Derivatives
BKSDA	Balai Konservasi Sumber Daya Alam (Nature Resources Conservation Center)
CGF	Consumer Goods Forum
CSO	Civil Society Organization
DLH	Dinas Lingkungan Hidup (Environmental Agency)
EEA	Essential Ecosystem Area
FSC	Forest Stewardship Council
GGC	Green Growth Compact
HCVA	High Conservation Value Area
HPH	Hak Pengusahaan Hutan (Forest Concession Holders)
ISPO	Indonesian Sustainable Palm Oil
KEE	Kawasan Ekonomi Esensial
KPA	Kawasan Pelestarian Alam (Nature Conservation Area)
KSA	Kawasan Suaka Alam (Nature Reserve Area)
KSDAE	Konservasi Sumber Daya Alam Ekosistem (Nature Resources and Ecosystem Conservation)
MoEF	Ministry of the Environment and Forestry
NGO	Non-Governmental Organization
PT	Perseroan Terbatas (Limited liability company)
PT AAU	PT Acacia Andalan Utama
PT GGA	PT Gunung Gajah Abadi
PT GPM	PT Global Primatama Mandiri
PT KL	PT Karya Lestari
PT NAS	PT Nusaraya Agro Sawit
PT NR	PT Narkata Rimba
PT UDIT	PT Utama Damai Indah Timber
PT WPU	PT Wana Bakti Persada Utama
PHPL	Pengelolaan Hutan Produksi Lestari (Sustainable Production Forest Management)
RSPO	Roundtable on Sustainable Palm Oil
SK	Surat Keputusan (Decree)
UPT	Unit Pelaksana Teknis (Technical Implementation Unit)
YKAN	Yayasan Konservasi Alam Nusantara (The Nature Conservation Foundation)

Executive Summary

On 15 April 2015, the Wehea-Kelay Essential Ecosystem Area (EEA) Forum, a multi-stakeholder coalition signed a landmark cooperative agreement to manage the EEA in East Kalimantan, Indonesia, for biodiversity conservation. The agreement and the Forum it engendered are considered a model for other Essential Ecosystem Areas in Indonesia as it has managed to bring together a disparate membership historically not usually known to collaborate on a common purpose.

It is unique in that a multi-stakeholder grassroots effort to conserve the Wehea-Kelay essential ecosystem area was incorporated into the provincial East Kalimantan Green Growth Compact as a sustainability initiative. Steered by central and regional government agencies, and facilitated by the NGO, YKAN, the Forum provides the space for the government agencies, indigenous Dayak community, NGOs, the private sector and others to work together toward the common goal of conservation of the Wehea-Kelay EEA landscape. The role of the private sector is crucial as it utilizes large areas of the landscape as concession holders.

The Forum is chaired by the Provincial Environment Agency with 23 members, consisting of representatives of the indigenous community, forest concession holders (HPH), oil palm concession holders, academics, environmental activists, local governments, research institutions, and representatives from the Ministry of the Environment and Forestry,

The Wehea-Kelay Essential Ecosystem Area, a 532,000-hectare region on the southern border of Berau and northern border of East Kutai supports around 1200 orangutans in mixed landscapes outside of protected conservation areas with natural resources used by, among others, timber companies, oil palm plantations, indigenous peoples depending their livelihoods on forests, and Bornean orangutans to be protected as key guardians of biodiversity.

Orangutans are 'keystone species and have an important ecological role, as seed dispersers of important plants in lowland tropical forests, which assist the process of forest regeneration. Where protected, orangutans and their habitat protect other types of plants and animals because orangutans need to roam in large forest areas with interconnected canopy, large trees, and strong branches.

The purpose of establishing the forum was to invite stakeholders in the area to sustainably manage the Wehea-Kelay landscape by implementing best management practices. Those best practices would maintain the protective function of the Wehea-Kelay EEA landscape and encourage collaborative management of the orangutan habitat to attain the population's long-term viability.

The indigenous Dayak Wehea are integrated into the planning initiatives of the Wehea-Kelay EEA Forum and are active in patrolling the forest areas. Because forests are sacred to the Dayak community, restoring community access and ownership of forests is important. It is therefore critical that the indigenous Dayak community is engaged in managing the forests as long-term stewards of nature.

Another important aim of the Forum was to involve private sector company members that were managing their large concession areas. A key motivation was to maintain their sustainability certifications and to fulfil other sustainability obligations that would lead to the reduction of deforestation.

The Forum has formulated from the experience of multi-stakeholder cooperation seven principles of building partnerships: Trust, transparency, equality, mutual benefit, mutual agreement, participation, and local characteristics. These principles have been the basis of the multi-stakeholder cooperation responsible for the success of the forum.

Nevertheless, there remain challenges to overcome in the future. These include:

1. The need to increase stakeholder engagement.
2. Bolstering legal certainty of the EEA area.
3. Forging institutional and funding sustainability.
4. More rewards/Incentives for partners managing the orangutan habitat.
5. Continuing illegal logging, illegal mining, and hunting of wildlife.
6. Policy disincentives regarding HVC.

Despite such challenges, the experience of the Wehea-Kelay EEA Forum shows a multi-stakeholder collaboration with parties that have varied interests can work together effectively to reach their common goals. Hence:



Collaboration, Co-Creation, and Collective Action are key

A shared vision and goals within the collaboration are essential to succeed despite differences in sustainability approaches. The focus on saving orangutans underpins the positive collaboration between members of the Forum.



The role of government and collaboration

Not many stakeholders have historically collaborated, such challenges can be overcome and addressed with the crucial leadership role of the government. Regional government leadership can strengthen collaboration by bringing together the private sector, communities, and civil society.



A neutral convener is key

The Ministry of Environment and Forestry, the East Kalimantan Provincial Environment Agency, plays an effective role as convener of the Forum, while TNC-YKAN plays an active role as facilitator for the Forum.



A long-term perspective

The complexities of multi-stakeholder collaboration require a long-term commitment. Building trust within such complexities consumes time requiring communication and coordination with multiple parties individually and as groups. However, once trust is established, working in a coalition such as the Forum can achieve impact at scale.

Conclusion

There is a critical need for sustainable funding. Such funding can come from innovative financing frameworks that can promote large-scale investment in landscapes such as that managed by the Wehea-Kelay EEA Forum. The presence of effective multistakeholder forums such as the Wehea-Kelay EEA Forum could be a key aspect for companies and international organizations in making their investment decisions.

Finally, this case study on the Wehea-Kelay EEA Forum can serve to advance understanding and adoption of landscape and jurisdictional approaches as a critical strategy for companies to tackle commodity-driven deforestation in more commodities, such as palm oil, pulp and paper, cocoa, and rubber. The case could also push companies to engage actively at the landscape/ jurisdictional level in response to current and future demands related to climate, nature, and people

Introduction



On November 22, 2021, a team responsible for establishing the Bukit Tiga Puluh Landscape Wildlife Corridor Essential Ecosystem Area (EEA) or Kawasan Ekosistem Esensial (KEE) Koridor Satwa Liar in Jambi, a province in Sumatra, Indonesia, visited their counterparts in the Wehea-Kelay EEA¹ in East Kalimantan, a province in Kalimantan, the Indonesian part of the island of Borneo².

Essential ecosystems areas (EEA), as defined by the Ministry of Environment and Forestry, are designated ecosystems that are outside conservation areas (nature reserves/nature conservation areas) but are ecologically important for biodiversity conservation.³

An important part of the Jambi's team trip was to study the workings of the Wehea-Kelay EEA Forum, a multi-stakeholder group with 23 members representing forestry concession⁴ holders, oil palm concession holders, academics, environmental NGOs, the district and provincial governments, and Indonesia's Ministry of Environment and Forestry (MoEF), that had become a model for effectively managing an area ecologically important for biodiversity.

This case study focuses on the Wehea-Kelay EEA Forum, and in particular, the role the private sector has played in contributing to the development of a collaborative agreement signed in 2015 to manage the designated area for biodiversity conservation. The study will also highlight actions the companies have taken as part of the multi-stakeholder coalition.

Growing Corporate Use of Landscape Approaches

The use of the landscape and jurisdictional approaches has gained traction globally in the past decade.⁵ Landscape approaches involve collaboration of stakeholders within a defined natural or social geography, such as a watershed, biome, or company sourcing area. These approaches seek to reconcile competing social, economic, and environmental goals through ‘integrated landscape management’ - a multi-stakeholder approach that builds consensus across different sectors with or without government entities.⁶

The jurisdictional approach is a type of landscape approach focusing on sub-national or national administrative boundaries with active government involvement. While landscape and jurisdictional initiatives are often initiated by civil society organisations (CSOs), corporate action to support efforts to achieve sustainable land use at landscape and jurisdictional scale has jumped in the past five years. Companies have realized that while individual corporate sustainability efforts are important, they must be embedded in external, collaborative and landscape-scale efforts that are complemented by aligned public policies.

Examples of corporate action at landscape and jurisdictional scale, both individually and collectively, abound. The Consumer Goods Forum (CGF) Forest Positive Coalition of Action, a group of 21 global retailers and manufacturers, has developed a Landscape Strategy to operationalise their commitment to engage at this scale. At least six members of the Action for Sustainable Derivatives (ASD), including The Estée Lauder Companies, GSK Consumer Healthcare, and Natura &Co have created an Impact Fund to support a jurisdictional program in a palm oil production landscape.

Essential Ecosystem Areas

An Essential Ecosystem Area (EEA) or Kawasan Ekosistem Esensial (KEE) is defined as ‘ecosystems located outside formal conservation areas that possess ecologically important functions for biodiversity conservation’⁷. EEAs come under a 2017 regulation of the Directorate General of Natural Resource and Ecosystem Conservation that provided guidelines on the types, functions, categories, and reporting related to EEA.

EEAs in Indonesia are mixed landscapes with natural resources which, in the case of the Wehea-Kelay EEA, are used by, among others, timber companies, oil palm plantations, indigenous peoples whose livelihoods depend on forests, and Bornean orangutans which need to be protected from the brink of extinction due to the loss of their natural habitat.⁸

The complex nature of mixed landscapes means that they can only be managed sustainably if all parties are committed to working together through an inclusive process.



East Kalimantan Green Growth Compact and Sustainability Initiatives

On 29 May 2016, the Green Growth Compact (GGC) for East Kalimantan, a multi-stakeholder agreement to work together toward sustainability in the province, was signed.

The provincial government saw the Compact as an opportunity to strengthen the regulatory compliance of private sector and to attract new investment into the region from sustainability-oriented international companies that could help raise the sustainability profile of the province.

Nineteen organizations—including the five district governments, the private sector (including oil palm, forestry, and oil and gas companies), universities, communities, international supporters, and NGOs—signed a joint declaration of intent to work together to address a range of sustainability goals, including deforestation, declining biodiversity, threats of climate change, and the importance of natural resources to economic development in the province. The Compact commits the signatories to work together on existing sustainability initiatives already launched in the province, including BFCP, Heart of Borneo Program, Wehea-Kelay, the Emissions Reduction Program with the Carbon Fund, and Green East Kalimantan Program.⁹



Wehea-Kelay EEA Landscape



The Wehea-Kelay Essential Ecosystem Area (Exhibit 1), a 532,000-hectare region on the southern border of Berau and northern border of East Kutai supports around 1200 orangutans¹⁰ in a region with a variety of habitats. Highland and lowland forests (about 87% of the area that includes community-managed areas) overlap with protection forests, production forests, oil palm plantations, community settlements, and farming areas.

Wehea forest is a tropical rainforest highland in East Kutai district, East Kalimantan, and has been declared a forest reserve for the Wehea-Kelay Essential Ecosystem Area (EEA) of East Kalimantan due to its unique biodiversity and landscape. Its orangutan population is what makes it unique.

Orangutans are ‘keystone species’¹¹ which have an important ecological role, for example, as seed dispersers of important plants in lowland tropical forests, which assist the process of forest regeneration. Where protected, orangutans and their habitat protect other types of plants and animals because orangutans need to roam in large forest areas with interconnected canopy, large trees, and strong branches. As Siang Geah, the secretary of the Wehea Customary Community said, “Orangutans are a symbol that our natural environment is still intact.”¹²

It is estimated that only a quarter of the 4,800 remaining orangutans¹³ (*Pongo pygmaeus morio*) in East Kalimantan live in protected forests and conservation areas.¹⁴ The central government’s Ministry of Environment and Forestry (MoEF) established EEAs as a holistic measure to support biodiversity conservation by protecting critical habitat corridors. The goal of the EEA was “to create a cohesive and contiguous multi-functional landscape that can be managed toward a common purpose using best practices for orangutan management, even within a matrix of many types of land uses and purposes”¹⁵. The management model is a collaborative sustainable natural resource management emphasizing biodiversity conservation efforts outside of protected areas by implementing best management practices. Such best management practices include encouraging companies to attain deforestation-free commodity supply chains.

The Wehea-Kelay EEA Forum

On 15 April 2015, the Wehea-Kelay EEA Forum, signed a cooperative agreement to manage the EEA for biodiversity conservation.¹⁷ The Forum is chaired by the Provincial Environment Agency with 23 members, consisting of forest concession holders (HPH), oil palm concession holders, academics, environmental activists, local governments, research institutions, and representatives from the Ministry of the Environment and Forestry (Exhibit 2). The Wehea-Kelay EEA Forum is also included as one of the early prototype initiatives in the East Kalimantan Green Growth Compact.¹⁸

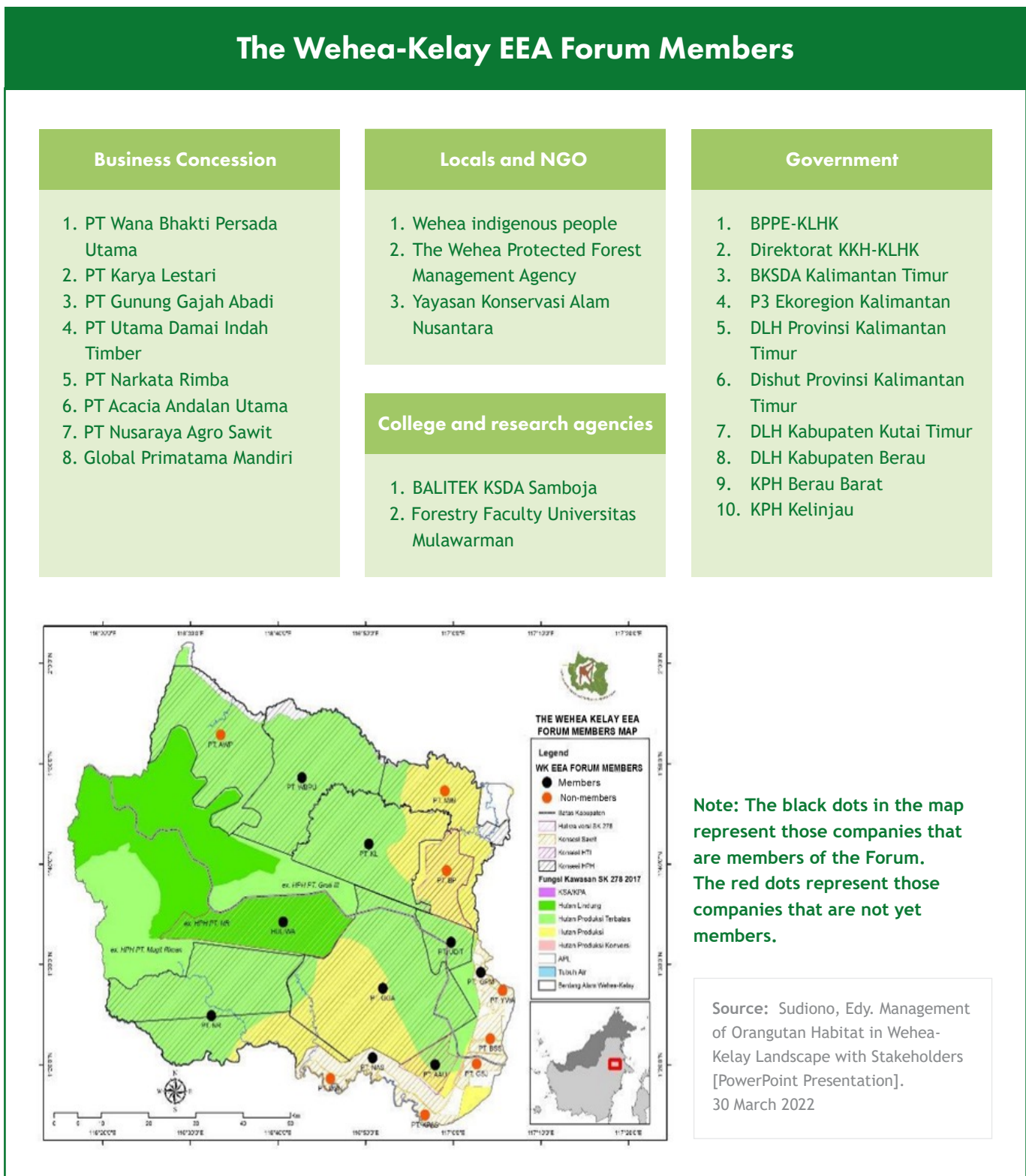
The Wehea-Kelay KEE Forum has a shared vision in which its members take part in preserving the forest and its inhabitants, including fauna, flora, and local communities. The purpose of the Forum was to invite stakeholders in the area to sustainably manage the Wehea-Kelay landscape by implementing best management practices. Those best practices would maintain the protective function of the Wehea-Kelay EEA landscape and encourage collaborative management of the orangutan habitat to maintain the long-term viability of the orangutan population.

The main target is to keep the population level of orangutans and other animals increasing, by protecting water sources, and reducing carbon dioxide emissions. In the Forum, the Provincial Environment Agency acts as the chairman and is in charge of managing and maintaining the Wehea-Kelay forest so that the sustainability of animal habitats as well as the indigenous communities are maintained.

Forum members hold discussions in planning and determining protected areas and production activities, as well as preparing activity programs involving the private sector which could be used as studies and lessons learned by them in the future. The involvement of the private sector in the Wehea-Kelay KEE area makes it a strength in forest conservation because they collaborate with local governments through their contributions in achieving the goals of the Wehea-Kelay KEE. If there are problems in maintaining land clearing, degradation, or deforestation, they will be resolved together and solutions found through the Forum. Through such collaborative activities, it is possible to know what logging restrictions must be maintained, collaborate with local communities to be more focused, and prevent companies from destroying forests.

The success in achieving the goal is seen in the benchmark for the number and condition of orangutans. By measuring the number of orangutans, the state of the forest and its environment can be ascertained. The preparation of an action plan is made so that the achievement targets are better directed and the problem-solving process can be carried out in a shorter time. In a workshop meeting attended by forum members, the working basis of the Wehea-Kelay Forum for the 2022-2026 period was established culminating in the formulation of the strategic implementation of the forum's action plan for the next five years. The inputs that came from the forum and the community during the five years of the forum were also taken into consideration in the preparation of the action plan.

Figure 1: The Wehea-Kelay EEA Forum Members



Stakeholders in the area were approached in different ways to align with their respective interests. Not only did the interests of forest protection, orangutans, and other fauna and flora had to be kept in mind, but they also had to be aligned with the business interests of the companies and the local communities. Therefore, another important aim of the Forum was to assist private sector members to secure and/or maintain their sustainability certifications from such organisations as the Forest Stewardship Council (FSC), Roundtable for Sustainable Palm Oil (RSPO), and Indonesian Sustainable Palm Oil (ISPO), as well as to fulfill other sustainability obligations that would lead to the reduction of deforestation.

Forum Members

Government

The Ministry of Environment and Forestry in collaboration with the East Kalimantan Provincial Environment Agency facilitated and coordinated the process of building the partnerships essential to manage the Wehea-Kelay landscape.

Central Government

Nature Resources Conservation Center (BKSDA) East Kalimantan. BKSDA Kaltim is a Technical Implementation Unit (UPT) of the Directorate General of Nature Resources and Ecosystem Conservation, Ministry of the Environment and Forestry (MoEF) which has the main task of managing conservation areas (Wildlife Sanctuaries, Nature Reserves, Nature Tourism Parks, and Hunting Parks) as well as conservation of wild plant and animal species both inside and outside the area.

The Directorate of Essential Ecosystem Management, Directorate General of Nature Resources and Ecosystem Conservation (KSDAE) formulates and implements policies, technical guidance, and evaluation of essential ecosystem management (mangrove conservation, wetland conservation, biodiversity parks, wildlife corridors, and areas of value high conservation).

Government agencies

Research Information and Technology Center Nature Resources Conservation (Balitek KSDA), one of the UPT Research, Development and Innovation Agency of the MoEF, provides data strengthening, information and scientific studies.

The Environmental Agency (DLH) or the Forestry Service, East Kalimantan Province prepares policy formulation, technical guidance, and evaluation of the management of important ecosystem value areas and buffer zones for Nature Reserve Areas (KSA) and Nature Conservation Areas (KPA), establishing collaborative forums in the protection of High Conservation Value Area (HCVA) at the district and provincial level.

The Technical Implementation Unit of Forest Management Unit (UPTD Balai Pengelolaan Hutan) supervises the management of essential ecosystem areas, buffer zones for nature conservation areas and nature reserve areas outside of the conservation forest areas.

Research Institutes, universities and non-governmental organizations (NGOs)

Research institutes and universities, for example the BALITEK KSDA Samboja and Forestry Faculty, University of Mulawarman, have an important role in carrying out various scientific studies of biodiversity for the Forum. In addition, a number of donor agencies from abroad have supported various research programs to conserve biodiversity in Indonesian tropical forests including in Wehea-Kelay.

Non-Governmental Organization Forum members work to preserve the environment and assist local communities in the Wehea-Kelay EEA. In particular, the The Nature Conservancy (TNC) Indonesia, as one of the first institutions to carry out activities in the Wehea Kelay Landscape area, has held the position of Forum secretary since the Forum was established. TNC has since transferred all implementation of conservation programs and other activities to the Nusantara Nature Conservation Foundation (YKAN), a process that began in 2020 and completed in 2021.

Dayak Indigenous Communities

The Wehea area is also inhabited by indigenous peoples spread over three sub-districts, Muara Wahau (10 villages/kelurahan) and Kongbeng (7 villages/kelurahan) in Kutai Timur district, and Kelay (14 villages/kelurahan), in Berau district. These indigenous peoples are mainly Dayak from the Wehea, Kayan, Kenyah, Modang, Basap, Punan Kelay, Punan Lebo, and Gaii sub-tribes and gain their livelihoods from agriculture, forestry, fisheries, and other nature-based sources.

The indigenous Wehea Dayak tribe in the Nehas Liah Bing village in particular is well known for their traditional wisdom in utilizing forest resources. The values of local community wisdom in managing and maintaining forest areas are still upheld by the local community. Indeed, studies have shown that forest areas where indigenous peoples have rights to the land are the most well-preserved areas, as there is an interest to stop people from outside from clearing the forest.¹⁹ In collaboration with the government and other parties, the Wehea indigenous community from the village of Nehas Liah Bing organises a forest guard working group called Petkuq Mehuey to patrol and monitor the area.

According to Edy Sudiono, partnership manager for YKAN, “We are working directly with people to create management plans and to help them secure legal rights to their forests. The goal is to protect communities from predatory developers. By doing so, villages can retain their connection to the land and identify opportunities for a sustainable future.”²⁰

Local wisdom was documented and conservation was integrated into the planning initiatives of the Wehea-Kelay EEA Forum. Dayak Wehea community members developed communication campaigns for local television and print media, and with multiple stakeholders secured 29,000 hectares of the Wehea Protection Forest²¹. They also support the management of 532,000 hectares of forests.²²

As Edy Sudiono said, “We are rebuilding local knowledge that exists in the Wehea Dayak Community, which is related to important animal protection”.²³ Because forests are sacred to the Dayak community, restoring community access and ownership of forests is important.²⁴ Since their identity defined by their traditional forest, the loss of the forest means the loss of their identity. It is therefore critical that the indigenous Dayak community is engaged in managing the forests as long-term stewards of nature²⁵.



Private Sector Members

The private sector members work in collaboration with all other stakeholders within the Forum in order to protect the forests and to tackle commodity-driven deforestation as part of the EEA. They are particularly important as palm oil and timber concessions make up a majority of the area of the Wehea-Kelay EEA landscape, and as such, the involvement of these companies is essential to achieving the biodiversity goals developed and shared by Forum membership. They are part of the global commodity trade as most of their products are exported.

Member companies have seen benefits in joining the Forum. For example, aside from the benefits in applying for sustainable certifications, PT Gunung Gajah Abadi Group Forestry Concession Advisor Prof. Soeyitno Sudirman said, “We have joined the Wehea-Kelay Essential Ecosystem Area Forum, learning together about the landscape in this region, understanding and

realizing the potential for biodiversity in this region. We surveyed together, we mapped it together, and made a mutually agreed protocol.”²⁶

Tri Sujatmik of PT Karya Lestari, another member of the Forum, said that orangutans and humans can live side by side and that his company joined the Wehea-Kelay EEA Forum as part of its commitment to forest conservation.²⁷

Companies operating within the Wehea-Kelay EEA landscape that have not yet joined the Forum are PT Amindo Wana Persada, PT Mardhika Insan Mulia, PT Belantara Pusaka, PT Dewata Sawit Nusantara, PT Karya Prima Agro Sejahtera, PT Gunta Samba Jaya, PT Berau Sawit Prosperous and PT Yudha Wahana Abadi. Comprehensive sustainable management of the Wehea-Kelay EEA cannot be carried out until all companies within the landscape become members of the Forum.

Table 1: Private Sector Members

No	Name	Location	Commodity	Concession Area and Validity	Certification Held
1	PT Narkata Rimba	East Kutai	Timber	65,295 ha until 2053	FSC (2022-2027)
2	PT Gunung Gajah Abadi	East Kutai	Timber	74,980 ha until 2058	FSC (2015-2022)
3	PT Karya Lestari	Berau	Timber	49,123 ha until 2054	FSC (2018-2023)
4	PT Acacia Andalan Utama	Kongbeng, Muara Wahau, Telen	Industrial forest plantations	21,965 Ha	
5	PT Nusaraya Agro Sawit	Kongbeng, Muara Wahau	Palm oil	14,055 Ha	
6	PT Wana Bakti Persada utama	Kelay, Berau	Timber	44,402 Ha	
7	PT Utama Damai Indah Timber	Berau	Timber	49,250 Ha	FSC (2022-2027)
8	PT Global Primatama Mandiri	Berau	Plantation and palm oil processing	4,483.90 Ha	

Source:

1. FSC certification held: <https://app.powerbi.com/view?r=eyJrIjoiaWRhMjE5MDktMTJlZS00MTQ3LTlhYjgtZjY0ZWZkMjFkOTE1IiwidCI6IjE5YmNGU2OWRiLWVmNjUtNDk2Yi05NmE5LTVhNTZiZWVxZDI5MSlslmMiOjI9&pageName=ReportSection24baf8d60d9c1a98d062>
2. Kelompok Kerja Pengelolaan KEE Bentang Alam Wehea-Kelay, Management of Essential Ecosystem Area, the Wehea-Kelay Landscape Orangutan Corridor in Districts of East Kutai and Berau, the Province of East Kalimantan, 2016 p. 89-94

Wehea Kelay EEA Forum Principles of Building Partnerships

According to YKAN Senior Manager Niel Makinuddin, the Wehea Kelay EEA Forum is a “...collaboration of parties with an institutional foundation that is driven by trust”.²⁸

The Forum has formulated seven principles of building partnerships from the experience of multi-stakeholder cooperation within the Forum. These are: Trust, transparency, equality, mutual benefit, mutual agreement, participation, and local characteristics.

Source: Kelompok Kerja Pengelolaan KEE Bentang Alam Wehea-Kelay, Management of Essential Ecosystem Area, the Wehea-Kelay Landscape Orangutan Corridor in Districts of East Kutai and Berau, the Province of East Kalimantan, 2016, p. 42-43a

1 Trust

Ecosystem area management is based on mutual trust and mutual respect between the parties;

2 Transparency

Management of the Wahea-Kelay landscape is based on the principle of mutual openness between parties;

3 Equality

The principle of equality ensures the parties share decision-making equally;

4 Mutual Benefit

The principle of mutual benefit is ensured between the parties;

5 Mutual Agreement

Management of the essential ecosystem area is based on mutual agreement between all parties and is binding;

6 Participation

Management is executed with the involvement of those parties active from the planning stage action to implementation, monitoring, and evaluation;

7 Local Characteristics

Management of the Wehea-Kelay landscape will safeguard the local nature of its biodiversity, wildlife, and the social and cultural characteristics of the communities, including respect for the traditional rights of the indigenous community.

Developing and Implementing the Wehea-Kelay EEA Action Plans

The management of the EEA area in the Wehea-Kelay landscape requires coordination and communication but also concrete action plans on the ground. One of the key tasks of the Forum was to prepare draft action plans for the management of EEA in the Wehea-Kelay landscape.

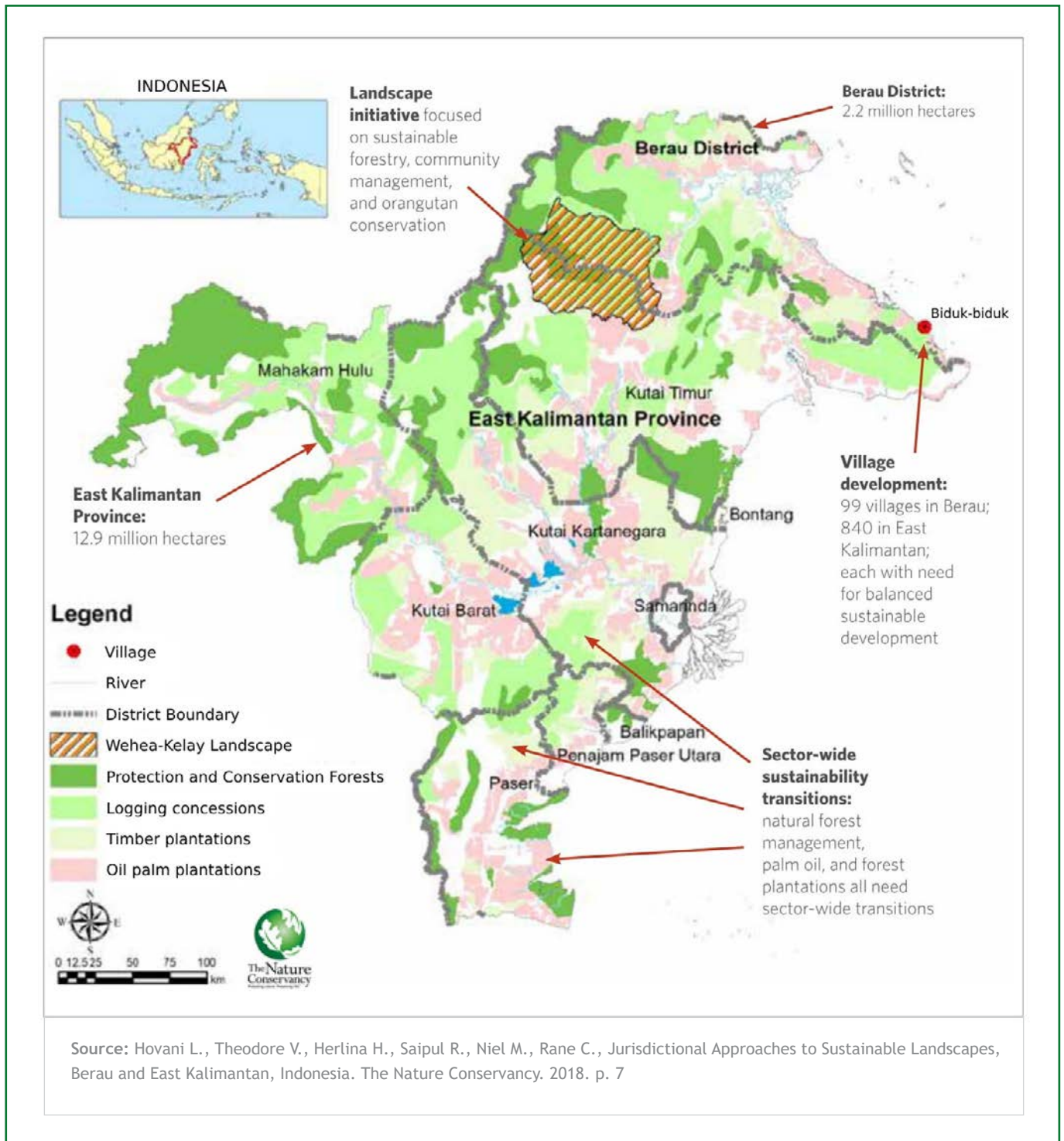
The Forum began by conducting a gap analysis, that is, finding or comparing differences or similarities between programs related to the management plan and protection of orangutan of the Forum company members. Information was obtained from documents identifying high conservation value areas in the companies, reports, and scientific publications, as well as from direct coordination with the member companies.

Some Forum company members had already conducted research on the identification and management of high conservation value areas, for example, PT Narkata Rimba, PT Gunung Gajah Abadi, PT Karya Lestari, and PT Acacia Andalan Utama.²⁹ The gap analysis was based on research documents of high conservation value area in PT Gunung Gajah Abadi, PT Narkata Rimba, dan PT Karya Lestari, and also document reports from the Nature Conservancy (TNC) and the Wehea Management protected forest agency.³⁰

The gap analysis found that one company had surveyed the orangutan population in their areas, two had mapped their distribution areas, and three routinely monitored the orangutan population and habitats. All six companies had mapped the threats against orangutan populations, while two had identified and mapped the feasibility of the Wehea-Kelay landscape for orangutans.³¹ Four companies had identified and mapped High Conservation Value (HCV) areas and had plans to manage and protect them. All of the Forum member companies have opened communication and coordination with other stakeholders for orangutan conservation.

Based on the gap analysis and extensive discussions between the stakeholders, the Wehea-Kelay EEA Forum agreed to collaborate on several priority programs for the period of 2016-2018. On orangutan conservation, the Forum agreed to survey, map the distribution, and monitor orangutan population across the landscape.³²

Figure 2: The Importance of Multiple Approaches for Sustainable Landscapes



In 2021, the Provincial Environment Agency proposed that the Wehea-Kelay area become an Environmental Strategic Area. With this change, all agencies have to coordinate with related parties, making it not easy to propose a change in the function of areas that are a threat to important animal habitats. In the same year,

an action plan was proposed to monitor and evaluate wildlife and plant habitats. The basic preparation and analysis of the potential benefits of collaborative orangutan habitat management were carried out by involving the government, communities, companies, NGOs, universities, and research institutions.



Wehea-Kelay EEA Management Planning 2016-2018

The Wehea-Kelay EEA Forum had four management plans for the 2016-2018 period that consisted of a) fifteen orangutan conservation programs, b) six education, research, capacity building, and awareness-raising programs, c) Three strengthening data and institutional programs and d) four programs to develop Standard Standard Procedures (SOPs). On November 1, 2018, a Wehea-Kelay EEA Forum meeting attended by all members, focused on monitoring and evaluating the management plans. It was announced that 62 percent of planned activities had been carried out satisfactorily. The remaining 38 percent were considered not successful, although some were still being carried out. There are only two activities that would be discontinued, that is, the mapping of habitat suitability and protecting important ecological areas for orangutans as both had been incorporated into other similar activities.

The success of the management of the Wehea-Kelay EEA Forum was reflected in the increase in membership of the Forum. In addition, the population and distribution of orangutans and other biodiversity had been identified. There were also efforts to increase the capacity of members in terms of research on natural resource conservation, orangutan-human conflict mitigation, sharing lessons learned with relevant stakeholders at the provincial and national levels, and creating recordings. activities and publications in the form of leaflets and books (Wehea-Kelay EEA Forum, 2018).



Wehea-Kelay EEA Management Plan 2019-2021

The Forum's management plan for the 2019-2021 period was prepared based on the results of a multi-criteria analysis grouped into ecological, social, economic, and institutional dimensions. The ecological dimension or ecosystem management focused on the research and management of orangutan populations and habitats. The social dimension considered socio-anthropological and cultural aspects. The development of community empowerment programs and sustainable funding was the focus of the economic dimension while the institutional dimensions included the development of knowledge and institutional capacity, human resources, and communication networks.



Scope of Wehea-Kelay EEA Management Plan 2019-2021

A. Ecological Dimension

1. Survey, mapping, and monitoring of orangutan populations:

This action plan is related to the identification of high conservation value areas by the Director-General Regulation (Perdirjen KSDAE No. P.5/KSDAE/SET/KUM.1/9/2017) in the EEA area. Secondary data Identification on HCV of timber companies (IUPHHK-HA) and palm Plantation is done through geospatial analysis, to add to the database in the management of Wehea-Kelay EEA.

2. Identification and mapping of threats to orangutan populations and habitats:

This focuses on identifying potential threats to the orangutan population and its habitat collectively from all forum members to determine strategies and taking preventive and handling actions.

3. Mitigation of orangutan conflict with humans:

This focuses on identifying the risks faced, measuring the frequency and severity of risks, and controlling risks by establishing policies and procedures that must be followed by the company and its employees. The four SOPs develop relate to a) surveying and monitoring orangutans and other wild animals, b) mitigating orangutans and human conflicts, c) patrolling forests and important orangutan habitats, and d) rescue and translocation.

4. Management of protected areas and high conservation value areas:

This relates to the company's obligation to fulfill sustainability certifications such as the Forest Stewardship Council certification, ISPO, and RSPO, and the management of high conservation value areas, protected areas, watersheds, and protected forest buffer zones.

5. Ecosystem monitoring through landscape and biodiversity studies:

The success of the management of the Wehea-Kelay EEA is not only based on the stability of the Bornean orangutan population as the umbrella species but also on the stability of the area's animal and plant biodiversity.

B. Social Dimension

The social dimension program develops relationships, research and development, social marketing, communication, education, and capacity building both internally and externally for the Forum members. The action plans related to the social dimensions were:

1. Building an information center and database for public education of the Wehea-Kelay landscape.

The forum aims to involve the wider community, especially the millennial generation, in the Wehea-Kelay EEA conservation program.

2. Raising awareness of the local community and the EEA Forum members by using a variety of communication media.

The socialization of regulations and programs for orangutan conservation within the community is delivered by involving the local Forest Management Unit and the East Kalimantan BKSDA to strengthen forestry policies through knowledge of non-forestry regulations.

3. Training in surveying techniques and monitoring of orangutan populations required of all members, including company members, to strengthen best management practices at the operational level. The program monitoring and evaluation reports training is integrated with performance report certification related to biodiversity and forest stand inventory. Regular delivery of knowledge to new employees is required as companies face the challenge of replacing field employees.

C. Economic Dimension

The economic dimension action plan includes:

1. Designing a sustainable financing scheme to support the EEA management plan in the Wehea-Kelay (EKO1) landscape through, for example, direct funding from corporate social responsibility (CSR) schemes, fiscal funds from the Special Allocation Fund for the Forestry Sub-Sector, fund schemes from the BPDPKS (Badan Pengelolaan Dana Perkebunan Kelapa Sawit or the Indonesia Oil Palm Plantations Fund Management Agency).
2. Develop community empowerment programs through eco-tourism and the development of non-timber forest products. The development of non-timber forest products has been initiated by several forum members. For example, PT UDIT has succeeded in developing Erai Tea and Ulin Tea with marketing needed for wider distribution to consumers.

D. Institutional Dimension

The Action Plan for the Institutional Dimension includes:

1. Creating a joint secretariat at site level to improve the coordination of Forum members and the ability for quick responses in handling various problems within the EEA area. The joint secretariat is expected to be a strategic tool

for Forum management at the site level. The sustainability of the Wehea-Kelay EEA Forum will require active participation from forum members, in particular as YKAN, as a key supporter of the initiative, may not always be there.

2. Holding regular coordination meetings for program monitoring and evaluation. While regular meetings of all Forum members are held at least once every 6 months, separate meetings smaller in scope are held based on priority issues and events in the field. The smaller meetings are led by a forum member based on the program priorities of each member.
3. Cooperating with external parties in the development of orangutan conservation. Forum communication is carried out not only with various management units at site level but also with other parties at regional, national, and international levels.
4. Build collaboration with stakeholders, especially universities and research institutions to conduct research on orangutan conservation and other biodiversity issues in the Wehea-Kelay (K4) landscape. Such empirical research also involves the private sector within their concession areas. the collaboration can be continued by making a research roadmap for each company to measure biodiversity in their particular areas.

The action planning of the Wehea-Kelay EEA Forum with a multi-criteria analysis approach does not claim to remove all uncertainties but rather seeks ways to reduce as much uncertainty as possible and to create enabling conditions so that members of the Wehea-Kelay EEA Forum together can make strategic decisions in building habitat connectivity, protecting the population of orangutans and make efforts to mitigate human conflict with wildlife. (Exhibit 5 provides more information on the activities of the private sector Forum members companies)

Challenges in the Landscape Management of Wehea-Kelay

1. Increased stakeholder engagement

Currently, there are a number of partners, in particular companies operating within the Wehea-Kelay EEA, who have yet to join the Wehea-Kelay EEA Forum. In line with best practices of the use of landscape/jurisdictional approaches, the involvement of all stakeholders is crucial in the optimal conservation management of the landscape. Efforts to increase the membership of the Forum are an ongoing process. At the same time, efforts to increase the active participation of current members are also ongoing.

2. Legal certainty of the EEA area

More than 8% of the EEA area has non-forest area status or 'area for other purposes' (Areal Penggunaan Lain, APL), under the administration of the National Land Agency. These areas could potentially be allocated for other land use, which could reduce the orangutan habitat area. Steps need to be taken to ensure the long-term status of land needed to protect the orangutan habitat.

3. Institutional and funding sustainability

Sources of funding are an area of concern as funds for Forum activities is still very limited. Sustainable funding is necessary to support institutional development and the implementation of the work program of the Forum.

4. Rewards/Incentives for partners managing the orangutan habitat

The commitment to managing the orangutan habitat and the population of orangutans in the Wehea-Kelay EEA is not considered a direct business activity but rather the fulfilling of obligations and commitment to social and environmental responsibilities. There is not a clear value proposition, in particular for the business sector involved. Exploration of shared values would be needed to encourage more conservation activities.

5. Illegal logging, illegal mining, and hunting of wildlife

Illegal logging and illegal mining are potential threat in the Wehea-Kelay area. The increasing number of road networks in the area and the size of the designated area create opportunities for illegal activities in logging, mining, and the hunting of wildlife which cause disturbances often occur. poaching of wildlife still occurs in many places, including on the border with the Wehea Protected Forest. The system of forest wardens (*Petkuq Mehuey*) needs to be augmented to prevent such illegal activities.

Lessons Learned



Collaboration, Co-Creation, and Collective Action are key

A shared vision and goals within the collaboration are essential to succeed even with differences in approaches to sustainability. The focus on saving orangutans underpins the positive collaboration between members of the Forum



A neutral convener is key

The Ministry of Environment and Forestry, the East Kalimantan Provincial Environment Agency, plays an effective role as convener of the Forum, while the Yayasan Konservasi Alam Nusantara (YKAN), plays an active role as facilitator for the Forum.



The role of government and collaboration

Not many stakeholders have historically collaborated. For example, the corporate sector has not had much of a history of collaborating with CSOs. Consequently, the building of trust and understanding crucial to collaborations takes time. Such challenges can be overcome and addressed with the crucial leadership role of the government. Regional government leadership can strengthen collaboration by bringing together the private sector, communities, and civil society



A long-term perspective

The complexities of multi-stakeholder collaboration require a long-term commitment. Building trust within such complexities consumes time requiring communication and coordination with multiple parties individually and as groups. However, once trust is established, working in a coalition such as the Forum can achieve impact at scale.

Conclusion

Based on the experiences of many organizations, KPMG International defined ‘the partnership’ as “more than just collaboration on ad hoc projects. It is about moving beyond responsibility for independent results to a relationship that involves co-creation, shared risks and responsibilities, interdependency, and organisational transformation. True partnership is about identifying shared value and leveraging the strengths of each partner to achieve a level of impact that could not be achieved independently”.³³ The experience of the Wehea-Kelay EEA Forum shows a multi-stakeholder collaboration with parties that have varied interests can work together effectively to reach their common goals.

As Forum government members interviewed said, “I will highlight two achievements that stand out the most, first, developing the partnership itself. It was not easy to create a voluntary partnership with 23 parties to manage half a billion hectares of the area. The first EEA in Indonesia is Wehea-Kelay and for the East Kalimantan Provincial Government, this is one of the prototypes for East Kalimantan’s green development initiatives. Second, we increase the capacity of stakeholders to implement best management practices. We have succeeded in training and assisting stakeholders, including companies in the area, to be more friendly to orangutans, mitigate human conflicts, and perform low emission logging”.

However, to ensure the continuing effectiveness of the Forum, there is a critical need for sustainable funding. In the early stages of the Forum, financial support came from international sources. However, to ensure continuity in Forum activities, independence in funding is essential. Such funding can come from innovative financing frameworks that can invest in large-scale landscapes such as that managed by the Wehea-Kelay EEA Forum. Indeed, the presence of effective multistakeholder forums such as the Wehea-Kelay EEA Forum could be a significant aspect for companies and international organizations in their investment decisions.

The Wehea-Kelay EEA Forum is unique in that a multi-stakeholder grassroots effort to conserve the Wehea-Kelay essential ecosystem area was incorporated into the provincial East Kalimantan Green Growth Compact as a sustainability initiative. Steered by central and regional government agencies, and facilitated by the NGO, YKAN, the Forum provides the space for the government agencies, indigenous Dayak community, NGOs, the private sector and others to work together toward the common goal of conservation of the Wehea-Kelay EEA landscape. The role of the private sector is crucial as it utilizes large areas of the landscape as concession holders.

Finally, this case study on the Wehea-Kelay EEA Forum can serve to advance understanding and adoption of landscape and jurisdictional approaches as a critical strategy for companies to tackle commodity-driven deforestation in more commodities, such as palm oil, lp and paper, cocoa, and rubber. The case could also push companies to engage actively at the landscape/ jurisdictional level in response to current and future demands related to climate, nature, and people.



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