Towards a New Future for the Bornean Orangutan and the Conservation of Their Habitat

International Donor Conference
2010
October 11-14
Le Grandeur Hotel, Balikpapan
East Borneo, Indonesia

FINAL REPORT

Birgit Kerstan (Facilitator)
With Additional Notes by Maggie Tiojakin
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Fundraising & Communication

Financial Management & Reporting

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Background

The Borneo Orangutan Survival (BOS) Foundation is a non-profit organization based in Bogor, Indonesia. Since 1991, it has been active in *in-situ* and *ex-situ* orangutan conservation. Through coordination of activities with the Indonesian Ministry of Forestry, BOS Foundation has a long-term vision of assisting in the conservation of the natural habitat of the Bornean orangutan and enlisting the participation of local communities in that effort.

Recent reviews of the foundation’s organization (Frydman, 2008; May and Moritz, 2009) highlighted the need for major organizational development efforts to turn the BOS Foundation into a professionally run, non-governmental organization in order to meet the targets of orangutan rehabilitation and reintroduction as set forth in the Indonesian Government’s *Orangutan Action Plan*. This plan mandates that all ex-captive orangutans kept in reintroduction centers should be released to their natural habitat by 2015.

Conference Objectives

The first donor conference hosted by the Bogor-based Borneo Orangutan Survival (BOS) Foundation in Balikpapan, East Borneo, aimed at renewing the national and international partnerships with donors/sponsors/sister organizations with BOS Foundation in order to strengthen their collaborative effort to conserve the Bornean orangutan and their habitat.

Two overall objectives of the Donor Conference had been set in the Terms of Reference (TOR) as follows:

1. To clarify expectations and positions of the BOS Foundation on the one hand and donors/sister organization on the other hand on important issues related to the future of the BOSF.
2. To project the needs and aspirations of BOS Foundation over the next 10 years and to seek collaborative solutions with our donors, sister organizations and other involved stakeholders.

The following conference outcomes were expected:

1. To agree on a long-term strategy for the foundation and on the related organizational development process.
2. To agree on support-strategies and policies of the donors/sister organizations.
3. To agree on fund raising policies and strategies.
4. To agree on an effective and efficient financial management and reporting system that fulfills the requirements of the donors/sister organizations and the legal commitments of the BOS Foundation.
5. To agree on communications policies, particularly between donors/sister organizations and the BOS Foundation.
6. To agree on capacity building initiatives in support of the upcoming organizational development process.

7. To agree on a comprehensive action plan to resolve open issues and implement the organizational development process.

Participants

The event was attended by 35 participants: 9 (nine) representatives of BOS sister organizations, 4 (four) representatives of potential private sector sponsors, 18 (eighteen) executives and staff of the Borneo Orangutan Survival Foundation, and 4 (four) representatives of PT Rhoi.

The BOS Foundation Board of Trustees was represented by Chairman Prof. Dr. Bungaran Saragih and Drs. H. Widodo Sukohadi Ramono, MM (Member).

Meanwhile, E.G. Togu Manarung, Ph.D (CEO); Iman Taufiq (Treasurer); Nurman Tasman (Secretary), Joel Palmer (Senior Advisor to CEO on Communications and Fundraising) and Jacqueline Lois Sunderland-Groves (Senior Advisor to CEO on Program Development) represented the Board of Directors.

Other BOSF representatives included the Heads of Bureaus (six participants), the East Kalimantan Regional Coordinator, two Project Managers, a Community Development Officer and a Scientific Advisor (see List of Participants in Annex 2).

Journalists from local and national media joined the press conference at the end of the second day.

The main facilitator was supported by three co-facilitators, two of them from Kalimantan. Two note-takers documented the proceedings of the conference.

Process

The conference program was designed to facilitate an open, transparent and well structured consultation and decision making process involving all stakeholders.

In the evening of October 11, a welcome dinner with a cultural program on the beach provided the opportunity for informal discussions among the conference participants.

The conference was formally opened on Oct. 12 by the Chairman of the BOSF Board of Trustees. In his keynote speech, Prof. Bungaran classified the first international donor conference as a milestone in the history of BOS Foundation.

“In less than 20 years, our foundation has become the biggest rescue and rehabilitation center for orangutans in the whole world, not only in Indonesia. And we are here to discuss ... our road map into the new future”. Prof. Saragih explained that the road map lays out the foundation’s plan for the next ten years (2011-2021) in light of the Indonesian government’s plan to release all orangutans currently in captivity into their natural habitat by 2015.

“We cannot accomplish the goal of the government to release all orangutans by 2015 without a dramatic change in our structure and our fundraising policies in general,” the Chairman continued. “Therefore it will be necessary to diversify our
funding sources in coming years, in order to put ourselves on the road to sustainable operations.”

In his welcoming remarks, BOSF CEO Dr. Togu Manurung emphasized Indonesia’s ownership for the survival of orangutans in Borneo: “By legal and moral necessity [saving Bornean orangutans] is an Indonesian project that must be run by Indonesians—although this project belongs to the world.” He explained that, in adherence of the legal framework, BOSF has invited foreign experts to support the Foundation’s work with their professional expertise.

After the presentation of the conference objectives and agenda, a socio-metric exercise highlighted the multi-cultural composition of the conference participants. It also revealed that the organization is constantly renewing itself as half of the participants joined BOS less than two years ago. Prior to the first plenary session, all participants committed themselves to the following conference principles:

- We commit ourselves to achieving the conference objectives.
- Our contributions in plenary discussions and working groups are to the point, short and concise.
- We listen to each other and respect different opinions.
- When expressing criticism, we do this in a fair and constructive manner.
- We embrace diversity while aiming for a common platform.

The plenary sessions of the first conference day provided an update of BOSF’s recent organizational restructuring, laid out the roadmap for the next 10 years and provided insights into the achievements and challenges of major on-going projects.

In the first plenary session, the CEO highlighted how BOSF had addressed the issues raised in the study of Fernando Friedman and the organizational analysis conducted by Dr. Bernhard May and Anita Moritz in 2010.

In the second session the newly appointed Director of Planning, Monitoring and Evaluation explained the cornerstones of BOSF’s future program.

In the subsequent presentations BOSF officers gave an overview over the Foundation’s field activities.

All presentations were followed by question and answer sessions providing an opportunity for the sister organizations and potential donors to gain a deeper understanding of the core issues, discuss the envisaged strategies and investigate the planned activities at the various project locations. A detailed documentation of all contributions in the discussions is provided in Annex 3 (Conference Notes).

Day 2 started with a presentation on the release program by Scientific Advisor Simon Husson. The discussion addressed the multitude of issues related to the long-awaited release. The availability of an appropriate habitat presents the greatest challenge, followed by health issues and the age composition of the orangutan population to be released.

Plenary sessions were followed by working group sessions. They focused on the questions formulated by the BOSF Board of Directors under three core topics:
Program Development and Collaboration between BOSF and Donors

1. In view of the new BOSF organizational structure, what should be the main focus of capacity development?

2. What should be the future priorities of the BOS Foundation program?

3. What should be in a Standard Agreement between BOSF and sister organizations/donors?

4. What should be the SOP for reporting in terms of content and frequency?

Fundraising & Communication

5. What kind of marketing tools do you need for fundraising?

6. How can we consolidate the BOS brand? Is there a need for clarification in the use of BOS brand?

7. How can we improve the communication between sister organizations/donor and the BOS Foundation?

8. Shall the adoption program be continued after release starts?

Financial Management & Reporting

9. How to raise funds to finance the BOS Foundation overhead costs?

10. How can we meet the financial reporting requirements of the donors/sister organizations and of BOSF, according to the defined standards?

11. How can we ensure financial transparency of both BOS Foundation and BOS Sisters/Donors?

As the representatives of sister organizations had expressed their interest to be involved in all topics, it was decided to address each question in the plenary. Three parallel buzz discussed each question and presented their recommendations. The joint discussion led to conclusions which were documented on the big screen. They can be considered the joint results of the conference (see below).

After a press conference at 4.30 pm, the conference continued with an evening session to discuss the remaining topics on the agenda: the financial situation and fund raising. The conference ended with an Open issues session addressing a proposal of BOS International regarding the organizational future of BOS/F and an online campaign against the BOSF intake policy.
The conference was formally closed at 10 pm by BOSF CEO Togu Manurung who expressed his thanks to all participants for their positive spirit and their constructive contributions.

On October 14, participants were given the opportunity to visit Samboja Lestari, one of BOS Foundation’s orangutan rehabilitation centers. The participants departed to their home countries and duty stations on October 15th.

Results

The results presented below are joint conclusions and agreements made in the plenary session on the core issues addressed by all working groups.

Long-term Collaboration between the BOSF and Donors; Program, Organizational Development, and Capacity Building

1. In view of the new BOSF organizational structure, what should be the main focus of capacity development?

Conclusions:

Capacity development is connected to future program development. It should cover all levels of the organization and include capacity building for human resources and organizational development, depending on the budget available. Management and technical skills should be raised throughout the organization. A needs assessment should be conducted bottom-up and determined whether training can be conducted in-house or by consultants. Particular attention should be given to fundraising capacities and communication.

2. What should be the future priorities of the BOS Foundation program? What should be the BOSF policy for intake after release starts?

Conclusions:

- Long term financial sustainability
- Release
- New intake policies
- Strengthened local community involvement and ownership
- Addressing root causes/underlying problems (forest management and rehabilitation for the benefit of the good habitat for the orangutan, legal aspects, law enforcement, education and awareness)
- Long-term exit strategies for certain programs/activities to ensure long-term sustainability

3. What should be in a Standard Agreement between BOSF and sister organizations/donors?
BOS Foundation will submit a proposed Standard Agreement and sister/donor organizations provide feedback on this proposed format.

4. What should be the SOP for reporting in terms of content and frequency?

BOS Foundation will submit a proposed standard format and frequency for reports (extra reports if required) and sister/donor organizations provide feedback on this proposed format.

**BOS Foundation and sister organizations will exchange:**

- Annual financial reports
- Major project updates every 3 months
- Reports on results achievement against the objectives matrix every 6 months
- Quarterly financial snapshot
- Reports on earmarked funds
- Budget forecast + annual workplan 2 months before the end of the year
- Ad-hoc reports on special/emerging issues, important decisions, etc.
- Annual peer review: Every year BOS Foundation sister organizations nominate 2-3 people to do an internal review of the ROAD MAP’s evaluation which would then be submitted to the headquarter (BOS Foundation) and distributed among sister organizations.

**Fundraising & Communication**

5. What kind of marketing tools do you need for fundraising?

**Recommendations:**

- Updates about orangutans in the adoption programs and general (detailed) stories (photos, films, blog, written material)
- Exchange of PR strategy between BOS Foundation and among BOS sisters
- Policy on social media use (facebook, twitter, youtube) – organized nationally and internationally
- Media strategy (corporate magazines, TV corporate, storyboard for releases, corporate PR package)
- Adoption updates (location, individual baby orangutan)
- Square metre project (photos, status of the forest—replanted areas)
- Release campaign (storyboard, writing information, orangutan features, status profile, location profile, time frame, factual/technical, regular funding call, celebrities nationally and internationally as ambassadors, tagline, merchandise, video, documentary, news channels)
- Hectare program for PT RHOI and AKHATES in addition to Square Metre program to attract large donors/corporations
- Regular press releases about BOS in general
- Website Standard (content, links to BOS Foundation on sister organizations)
- BOS Foundation should share information with BOS sisters prior to publishing in the media (either good or bad)
- A coordination role of the BOS Foundation for communication

6. How can we consolidate the BOS brand? Is there a need for clarification in the use of BOS brand?

A meeting needs to be called to establish the rules for the use of BOS copyrights, trademarks, logos, name/business card, font style, etc. with representatives of the communications department of each sister organization and BOS Foundation. Joel Palmer will invite.

7. How can we improve the communication between sister organizations/donor and the BOS Foundation?

**Recommendations:**

- Talk to each other to build a trustful relationship from the ground-up
- Share organizational charts BOSF/sisters (contact details, who does what, not just titles)
- Establish communication protocols (who is communicating with whom on a regular basis (email-list, cc, bcc to program managers)
- Exchange and timely update of list of contact people from the organizations
- Conduct regular conference calls - monthly Skype conference
- Establish common message boards online to enables ongoing discussion
- Use dropbox or internal servers (for lists of contact people, etc.)
- Sisters sharing publications/newsletters with BOSF
- Formal meeting between BOSF/sisters in person at least ONCE A YEAR
- Every sister organization/donor gets the same information at the same time from the BOS Foundation - no special deal for any organization
- Feedback from BOSF at what they expect from sisters
- Conduct exchange visits of staff
- Training of the communications staff
- The cost of the development of a new program for marketing should be shared among BOSF and sisters who use it
- Sharing names of corporate donors

8. Shall the adoption program be continued after release starts?

**Recommendation:**

- Through a follow-up program the donors could get information on their orangutan after the release
- A product of marketing needs to be defined around the orangutan’s release, to be developed by BOS Foundation
- This product will show which costs after the orangutan’s release
Create a product that says ‘post-release’ stories
These stories are based on individual orangutans which can be traced

Financial Management & Reporting

9. How to raise funds to finance the BOS Foundation overhead costs?

- Sister organization (Australia) gives unrestricted funds
- Germany also provided unrestricted funds and added 15% for overheads on every project contribution
- Find more source(s) to fund overhead costs, as long as these funds are within the legal brackets of donations/contributions and not a brand partnership.
- Lobbying for a new regulation that would create a stronger partnership with the Indonesian Government, to elicit direct/immediate/concrete response with regards to BOS Foundation’s operational issues.
- Each donor country should write a support letter to the Indonesian Government via the respective embassy in Indonesia asking them to be more involved in BOS Foundation’s activities.
- BOS Sweden raised 500,000 Euros for BOS Foundation

10. How can we meet the financial reporting requirements of the donors/sister organizations and of BOSF according to the defined standards?

- There needs to be a direct communication between BOSF and BOS sisters regarding financial issues and/or difficulties as soon as they emerge.
- How can we ensure financial transparency of both BOS Foundation and BOS Sisters/Donors?
- See points in Question #4

Financial situation of the BOS Foundation

The presentation of BOSF Treasurer Mr. Taufik Imam highlighted that there is a deficit of USD 800,000 in the 2010 budget. The following activities have been started to solve this issue:

- DS Asia has helped put together some programs and new marketing points are being worked out.
- Major companies are placing their CSR funds into BOS Foundation.

It was concluded that the BOS Foundation and BOS sister organizations have to work together to find more and other sources of funding. It was also agreed that the dialog with the Indonesian government needs to be continued to define other financial terms for the management of restoration concessions than commercial organizations. However, this dialog will take time until a concrete result can be
achieved as this implies the revision of the legal framework for the management of forest concessions.

With regard to BOSF’s overhead costs, it was concluded that more unrestricted funding is needed to cover the overhead costs of 20%. Representatives of BOS sister organizations agreed that a professional organization needs adequate finance to fund its staff and operations and that future contributions should take this into consideration.

**Open issues**

Two open issues were identified for discussion: 1. The relationship between BOS Foundation and BOS International, and 2. the ongoing online campaign against BOSF’s intake policy.

With regard to the relationship between BOS Foundation and BOS International respectively BOS Global the two options presented were discussed. It was concluded that there needs to be a third option to be worked out between the BOSF Board of Trustees and the Board of BOS International, if necessary with the help of a mediator. It was also agreed that the donors should be involved in the discussion of a third option prior to a meeting between the Boards because they will be directly affected by the decision. The participants agreed that the role and structure of BOS International in regards to the BOS Foundation needs to be clarified and that there should be more regular communication and dialog between both organizations.

In light of the online campaign against BOS Foundation’s policy on new intakes launched while the donor conference in Balikpapan took place it was anticipated that more campaigns can be expected by the same parties in the coming month around the issue of 12 orangutans currently held in Thailand. It was concluded that BOSF will engage with the Indonesian government to decide on how to proceed with this matter as the government has the final say on the repatriation of the orangutans. It was also decided to publish a position paper on BOSF intake policies and capabilities in order to create a general understanding of the public on the related issues. Furthermore it was agreed to establish a continuous line of communication between BOSF and BOS sisters/donors as well as other parties involved in order to respond effectively to similar campaigns.

**Follow-up**

In light of the decisions on communication and reporting (see Results, above) it was decided that the next donor conference will be held in 2011 to continue the dialog between BOSF, sister organizations and other donors which was considered as fruitful by all participating parties.
Annex
Annex 1: Conference TOR

Donor Conference
“Towards a New Future for the Bornean Orangutan And the Conservation of Their Habitat”
11-14 October 2010 Le Grandeur Hotel, Balikpapan, East Kalimantan

Background

The Borneo Orangutan Survival (BOS) Foundation is a non-profit Indonesia-based organization, which, since 1991, has been active in in-situ and ex-situ orangutan conservation. Through coordination of activities with the Indonesian Ministry of Forestry, BOS Foundation has a long-term vision of assisting in the conservation of the natural habitat of the Bornean Orangutan and enlisting local community participation in that effort.

Recent reviews of the foundation’s organization (Frydman, 2008; May and Moritz, 2009) have demonstrated the need for major organizational development efforts to turn the BOS Foundation into a professionally run, non-governmental organization. Without such efforts, the BOS Foundation may face difficulties in meeting the targets of orangutan rehabilitation and reintroduction as set forth in the Indonesian Government’s Orangutan Action Plan, which mandates that all ex-captive orangutans kept in reintroduction centers should be released to their natural habitat by 2015. Going in this direction, however, requires, that BOS Foundation initiate comprehensive and stringent institutional reform measures that aim at fulfilling the target of the Indonesia Orangutan Action Plan. In so doing, BOS Foundation needs to improve its organizational structure and working routines, enabling it to make an effective contribution to the protection of orangutans and their habitat, and, in doing so, also help improve the living conditions in the involved local communities.

Such a fundamental reorientation of the mission and strategies of the BOS Foundation, however, would call for some changes that might be in conflict with the interests of traditional donors, sponsors and sister organizations. The difficult choices between different options that may have to be taken demand an open, transparent and well structured consultation and decision making process involving all stakeholders. This Donor Conference could become a starting point for such a process. The general aim of the conference is to renew the national and international partnerships.
with donors/sponsors/sister organizations with BOS Foundation in order to strengthen our collaborative effort to conserve the Bornean orangutan and their habitat.

Objective of the Donor Conference

1. To clarify expectations and positions of the BOS Foundation on the one hand and donors/sister organization on the other hand on important issues related to the future of the BOSF.

2. To project the needs and aspirations of BOS Foundation over the next 10 years and to seek collaborative solutions with our donors, sister organizations and other involved stakeholders.

Expected Outcomes

1. To agree on a long-term strategy for the foundation and on the related organizational development process.

2. To agree on support-strategies and policies of the donors/sister organizations.

3. To agree on fund raising policies and strategies.

4. To agree on an effective and efficient financial management and reporting system that fulfills the requirements of the donors/sister organizations and the legal commitments of the BOS Foundation.

5. To agree on communications policies, particularly between donors/sister organizations and the BOS Foundation.

6. To agree on capacity building initiatives in support of the upcoming organizational development process.

7. To agree on a comprehensive action plan to resolve open issues and implement the organizational development process.
Program of the Donor Conference

Day-0, Monday, 11 October 2010

All day  Participants’ arrival and registration

19.00-20.30  Welcoming Dinner at Beach Restaurant Le Grandeur (BBQ Party)

Day-1, Tuesday, 12 October 2010

08.00-09.00  Breakfast and Registration MEETING at Ballroom Le Grandeur

09.00-09.30  Opening and Welcoming Remarks:
Welcoming Remarks by Workshop Hosts; the Chief Executive Officer of the BOSF
Keynote Speech by the Chairman of the Board of Trustees – Bungaran Saragih
Fasilitator : Birgit Kerstan

09.30-10.00  Coffee Break

10.00 – 10.15  Introduction session with Sosiometri

10.15 – 11.00  Plenary Sessions:
Summary of Findings and Recommendations of the Studies by Fernando Friedman, Dr. Bernard May/Anita Moritz, and Recommendations of the BOSF Strategic Planning Committee by the Chief Executive Officer – E.G.Togu Manurung, Ph.D
Discussion (Q & A)
Fasilitator : Tony Silitonga

11.00 – 12.00  Presentation of the BOSF Road Map 2011 - 2020
by Director of Planning, Monitoring and Evaluation - Jacqueline Lois Sunderland, Mphil
Discussion (Q & A)
Fasilitator : Birgit Kerstan

12.00-13.00  Lunch Break/Time for Prayers - Voyeur

13.00-14.30  Plenary Sessions (incl. detail budget):

EAST KALIMANTAN Regional Program
Presentation of Orangutan Reintroduction Program East Kalimantan at Samboja Lestari
by East Kalimantan Regional Program Manager - Aschta Boestani Tajudin, Msi
Fasilitator : Birgit Kerstan

Presentation of Samboja Lestari Land Rehabilitation Program by Program Manager - Tjatur Setiyo Basuki, SHut
Fasilitator : Tony Silitonga

14.20-14.35  Coffee break
14.35 – 17.00 **CENTRAL KALIMANTAN Regional Program**
Presentation of Orangutan Reintroduction Program Central Kalimantan at Nyaru Menteng by Program Manager - Anton Nurcahyo, MA, FAsilitator: Adi

Presentation of Mawas Conservation Program
by Head of Program Development Bureau - Juliarta Bramansa Ottay, Ssi, Bpk. Marko

Presentation of Community Development Program
by Juliarta Bramansa Ottay, Ssi, Fasiitator: Birgit

16.35 – 16.50 Coffee break with snack

16.50 – 17.30 Presentation **PT. Restorasi Habitat Orangutan Indonesia (PT. RHOI)**
by President Director – DR. Ir. Jamartin Sihite, Bpk. Tony


18.10-18.30 Working group orientation

**Day-2, Wednesday, 13 October 2010**

08.30-9.30 Update on Release Plan, Speakers: Ali, Ashta, Sugiono, Anton, Simon, Husson
Discussion, Facilitator: Birgit

9.30 – 10.00 Coffee break

10.00-12.00 Working Group Discussions:

1. Long-term Collaboration between the BOSF and Donors ; Program, Organizational Development, and Capacity Building. → Resource person: Jackie, Facilitator: Adi

12.00-13.00 Lunch Break/Time for Prayers

13.00-14.30 Plenary Sessions: Report and Discussion of Working Groups Results; Consolidation of Recommendations, Facilitator: Birgit

14.30-15.00 Coffee Breaks

15.00 – 15.45 Plenary Sessions: Presentation of on BOSF Foundation Financial Position
by BOSF Treasurer – Iman Taufiq, SE Ak MM, Facilitator: Tony

15.45 -16.30 Identification of Open Issues, Facilitator: Birgit

*Donor Conference Term of Reference*
16.30-17.00  Summary Results of the Conference and Process of Donor Contributions (Bpk. Togu, Bpk. Joel)
17.00-17.30  Closing Remarks by the Chairman of BOS Foundation Board of Trustees

Day-3, Thursday, 14 October 2010
Excursion Day

All Participants ready at Hotel Grandeur

08.00 - 09.30  Start Trips to Samboja Lestari
10.30 - 11.30  Arrived at Samboja Lestari
    Site of Program Land Rehabilitation Samboja Lestari and Program Reintroduction Orangutan Kalimantan Timur (East Kalimantan)
11.45 - 13.00  Lunch at Samboja Lodge
13.00 - 14.00  Trip to Bukit Bangkirai
14.00 – 15.30  Bukit Bangkirai Canopy Bridge
15.30 – 17.00  Back to Le Grandeur Hotel

Day-4, Friday, 15 October 2010
Participants Departure

IMPORTANT ADDRESS/NUMBERS

- HOTEL
  Le Grandeur Hotel
  Jl. Jend. Sudirman, 76114
  Balikpapan, East Kalimantan
  Contact : Louis Maureen  
  Asst.Sales Manager
  Phone : +62 542 420155 (direct : 88040)

  Hotel Santika Balikpapan
  Jl. Marsma Iswahyudi, Balikpapan 76115
  Kalimantan Timur - INDONESIA Phone:  
  (62-542) 757 8888
  Fax: (62-542) 757 8889

- Related Committee :
  1.  For accommodation, airport transfer : Novi Zubir +6287877106768
  2.  For schedule, event : Thilma Komaling +62818662508
  3.  For logistic, and others : Ag. Eko Yunianto +6281127082
### Annex 2: List of Participants

#### BOS Sisters

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Company</th>
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<tbody>
<tr>
<td>1</td>
<td>Ms Louise Grossfeldt</td>
<td>BOSA</td>
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<tr>
<td>2</td>
<td>Ms Janice Hindmarsh</td>
<td>BOSA</td>
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<td>3</td>
<td>Mr Anthony Gilding</td>
<td>BOSA</td>
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<tr>
<td>4</td>
<td>Ms Pernilla Svenberg</td>
<td>BOS GLOBAL</td>
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<td>5</td>
<td>Mr Rinji Miyazaki</td>
<td>BOS JAPAN</td>
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<tr>
<td>6</td>
<td>Mrs Gabriele (Anna) Vob</td>
<td>BOSD</td>
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<tr>
<td>7</td>
<td>Mrs Elisabeth Labes</td>
<td>BOS Swiss</td>
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<td>8</td>
<td>Mr Leonhard Graf von Rotkirch</td>
<td>BOSD</td>
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<td>9</td>
<td>Mr Boris Jaroch</td>
<td>BOSD</td>
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#### Potential Donors

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<th>Name</th>
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<td>Kimberly Kudlinski</td>
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#### BOSF

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<td>Prof. Dr. Ir. Bungaran Saragih</td>
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### Facilitator(s)

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### Note taker(s)

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Annex 3: Conference Notes
DAY 1: TUESDAY, OCTOBER 12

OPENING/WELCOMING REMARKS

Keynote Speakers:  Mr. Bungaran Saragih (Chairman of the Board of Trustees)
Mr. Togu Manurung (CEO)

At 9 am, following a registration meeting and morning breakfast, Mr. Bungaran Saragih delivered a welcoming speech to greet representatives of donor/sister organizations present at the conference to mark the event’s opening.

In his speech, Mr. Saragih mentioned the important role of the foundation to rehabilitate the orangutan and conserve their natural habitat. As the largest rescue and rehabilitation center in the world for orangutan, Mr. Saragih then touched upon the issue of release and BOS Foundation’s perceived incapability by the general public to reintroduce the orangutans—currently held in captivity due to lack of space—out into the wilderness.

“We are accused of having the biggest zoo for orangutan in the world,” said Mr. Saragih. “And this is not a good thing.”

He suggested the foundation, along with its donors/sisters/sponsors, to make more effort toward initiating greater changes. “Otherwise we are not going to be relevant,” he went on. “And in going forward, the foundation will need to make certain structural changes in order to enhance efficiency, organizational capacity, and transparency.”

Mr. Saragih also expressed his hope that in the future, BOS Foundation and its sister organizations will be able to “move forward, toward the position of less dependency on donations.”

He noted major contributions made by BOS sister organizations, namely BOS International and BOS Germany, who have had equally significant roles in initiating and funding consulting reports by Fernando Friedman, Dr. Berhard May, and Anita Moritz which offer specific recommendations for BOS Foundation to be more efficient in dealing with the challenges of its missions. For this incredible gesture, Mr. Saragih thanked these organizations while also noting the endless support of other sister organizations.

Mr. Saragih mentioned the ongoing process by BOS Foundation to acquire and prepare the necessary habitat for the release of Bornean orangutans in the coming years. He branded this necessity as “costly” for a purpose, due to the projected expenses that have been carefully calculated as the foundation “moves into the release stages of the program” between now and the next ten years.
“These land concessions will last for 60 years, which in total—including Central Kalimantan—would amount to no less than three hundred thousand hectares,” said Mr. Saragih. “All because we want to provide a safe haven for the orangutan.”

The next ten years, he assessed, is a crucial period for BOS Foundation and its sister organizations to plan the financial sustainability that this particular program demands. Also, in the near future, he expects the foundation to engage the Indonesian government in most of its programs because “the government is our partner and not our enemy in this new fundraising diversity.”

Today’s economic climate, backed by advanced technology, has created new ways of engaging a variety of funding sources such as businesses, communities, local/national/international governments, organizations, and the media. Mr. Saragih is hopeful that BOS Foundation will be able to utilize such sources to both raise awareness about the importance of saving the orangutan and generate donations to sustain the rehabilitation as well as release programs.

However, he also warns against the misuse of BOS Foundation’s role to justify certain actions or behaviors that end up accosting the original vision/mission—and asks to be reminded of the foundation ever “steps on that direction.” Mr. Saragih emphasized on his sincere expectation for the donor/sister organizations to collaborate with the foundation in order to “achieve our common goals.”

“This is a worthy and noble cause,” he said, prior to closing his speech. “My colleagues and I at BOS Foundation are fully committed to it.”

A few minutes later, Mr. Togu Manurung stepped in and delivered his welcoming speech in front of BOS Foundation’s executives and staff, as well as representatives of donor/sister organizations. He opened his speech by stressing on the fact that “we are all here together to discuss our future and the challenges we have in fulfilling our shared role.”

The shared role, Mr. Manurung later explained, is one which borders on a shared mission toward a shared goal: and that mission, he said, “is anything but small.”

In two days, Mr. Manurung continued, “we’ll unveil our plan for the next ten years”—starting with a road map that supports the work of BOS Foundation in a professional and accountable manner.

“Our road map is a direct response to Dr. May’s report,” said Mr. Manurung. “We’ve made a great effort to put our house in order to fulfill our common goal, ensuring the survival of Borneo’s orangutan. That goal is supremely important.”

Even so, Mr. Manurung admitted the fact that the road to fulfilling that goal is one which cannot be journeyed alone: “We need collaborators to fund this effort. Good partnerships are unions of parties who respect each other and each other’s views.”
Addressing the roles of donor/sister organizations whose contributions to the foundations have been invaluable; Mr. Manurung stated that “BOS Foundation aims to work on an equal footing with all of our donors, using a common format and set of terms.” He also said that “the new road map will reassure our partners that we respect them and are committed to transparency and professionalism.”

Then, on a similar note, he noted the generous assistance by BOS Foundation’s donor partners and asked that they also respect the efforts which the foundation has been making and will continue to make to meet the goals of the shared mission.

“This collaborative effort that is bigger than all of us,” said Mr. Manurung, closing his welcoming speech. “This is the beginning of a new era.”

PLENARY SESSION I: Summary of Findings and Recommendations of the Studies by Fernando Friedman, Dr. Bernhard May/Anita Moritz, and Recommendations of the BOS Foundation Strategic Planning Committee by the Chief Executive Officer, Togu Manurung.

In his presentation, Mr. Manurung referenced the summary report written by Fernando Friedman, Dr. Bernhard May, and Anita Moritz which suggests that in terms of institutional capacity, there are problems regarding the foundation’s efficiency, effectiveness, bureaucracy, communications, decision-making process, and Human Resources management concept. Mr. Manurung noted that BOS Foundation has made great efforts to follow the recommendations stated in the summary report, though there continues to be a few issues standing in the way, such as:

- Lack of sustainable financial resources
- Lack of harmony among sister/donor organizations
- Lack of Human Resources Development

Mr. Manurung addressed the fact that compared to other international-scale NGOs in Indonesia, BOS Foundation remains one of the few which need to raise the salary of its personnals. He asked the panels to evaluate BOS Foundation’s effort thus far and provide constructive inputs so that the foundation may achieve even better results.

DISCUSSION (Q & A):

Q: What is meant by Project Cycle Management (PCM)?
A: PCM is an idea or concept on how we develop the idea. Like a mechanism of planning. A logical comprehensive system that works for a number of different objectives.
Q: When are we expecting the first group of financial reports in the new format?
A: BOS Foundation will produce a comprehensive financial report for the period of 2010-2011 some time in March of 2011 (for internal use) when it is released. The audited report will be released in June of 2011. The two reports will have similar contents. It is important for us to be transparent in all of our activities and dealings. And we expect the same from our donor/sister organizations.

Q: When will the budget plan be published? It is necessary for donor/sister organizations to plan ahead and be informed of the budget needed for the coming year.
A: Every year BOS Foundation holds an annual general meeting that discusses—among other things—the budgeting issue. In February of every year, the budget we propose is usually reviewed by the Board of Trustees of BOS Foundation. Thank you for the suggestion, starting next year (2011) we will include a projection of necessary funding for the coming year’s program.

Q: How will authority for project management be delegated and what is your time frame for completing this task?
A: Each position at the foundation has its own job description and also Terms of Reference (TOR). We will coordinate the program(s) and make it clear to every level of authority about their position and responsibilities. There is now a comprehensive structure within the organization that allows for a smooth flow of task delegation after each proposal is sent to the Board of Directors for approval before sharing it with sister organizations via the foundation’s headquarter office in Bogor. In terms of funding, everything has to be sent through the headquarter office before it is delivered to the department in question. The time frame to complete this task highly depends on the efficiency of the proposed program(s) and the funding available.

Q: What are the minimum reporting requirements for the majority of donors?
A: We are open for a discussion. We believe that transparent reporting should come from both BOS Foundation as well as our donor/sister organizations.

Q: Did you develop a matrix on how to address the recommendations of Dr. May’s report and can it be shared?
A: Yes. And we need your input on it. [Re: attached copy of the matrix]

Q: Is there a need for more general allocation to the BOS Foundation rather than have money earmarked for specific project(s)?
A: Yes. We do need unrestricted funding from donors. We have provided a road map as a reference. In terms funding, there is usually constant changes with regards to program development and operational costs. So BOS Foundation headquarter needs to be able to move the funds freely within the system according to the status of each program. Otherwise, the system shuts down due to overload.

Q: In terms of Human Resources Department, how do you recruit new personnels, how do you measure their performance, and is there a policy for recruitment?
A: Our recruitment process is open. We advertise in national dailies and post the requirements on our website. We only hire the best available professionals. And we measure their performance by launching an annual evaluation procedure that goes top-down. Each level recommends the level it oversees. This is a great opportunity for mutation and promotion.

Q: In the process of organizational development is there a need to change or modernize the articles of the foundation?
A: We concur with Dr. May’s recommendation that there is, in fact, a strong need to change and modernize the articles of the foundation according to the different work units. We will discuss this further.

PLENARY SESSION II: BOSF ROAD MAP 2011-2020
by Senior Advisor to CEO on Program Development, Jacqueline Lois Sunderland-Groves

In her presentation, Ms. Sunderland-Groves listed the significant steps BOS Foundation had taken since 2008 to launch the foundation’s road map for the coming years. While flipping onto the next slide projection, a comic picture of an orangutan scratching his head appeared on screen, drawing a few giggles from the audience.

“A lot of headaches go into the process,” said Ms. Sunderland-Groves. “We have a budget listing, and then we have to figure out the gaps, and how we can come up with the funding to fill these gaps.”

Ms. Sunderland-Groves, who had only been at BOS Foundation (at the time of the conference) for no more than a week, said there’s a lot of history to understand and areas to cover, such as: Road Map Revitalization of the Indonesian Forestry Industry; Defining BOS Foundation’s Current Status and Condition, as well as the Expected Outcome of BOS Foundation’s operations; Identifying Weaknesses in the Field and Place Solutions on the Road Map (Action Plan).

DISCUSSION (Q & A):

Q: What does road map dissemination mean?
A: Basically, road map dissemination means a comprehensive format of planning ahead.

Q: When can you share the road map with the sister organizations?
A: In the next four months all documentations will be ready to be shared with sister organizations. We’re open to discussions.

Q: Will there be possibilities for the sister organizations to provide input?
A: Today we’re giving out the basic information for discussion—so if you’d like to see something in the road map it’s better to suggest it now while we’re still putting things together.
Q: Why is it that 75% of BOSF employees have to be locals? Does ‘local’ mean Indonesian or Bornean? Can you employ 75% local employees who are all well-qualified?
A: Starting in 2010 we try to involve more local people in our mission. However, it’s not easy to find well-qualified local people who are familiar with the area where we are developing out programs. So, in these cases, we have to recruit ‘locals’ who are not necessarily Borneans.

Q: Is it part of a legal requirement to hire 75% local employees?
A: We believe it is important to involve the locals in all of our projects, because we need their cooperation for the project(s) to be successful. Part of our mission is to enhance or empower the local/surrounding communities. And yes, we are legally required by the Indonesian government to hire 75% of our staff locally.

Q: Have evaluations of individual projects found their way into the road map?
A: The road map is not set for individual projects, but rather a series of project that construct a long-term plan. Although, ultimately, the road map does provide all the necessary details of every project included in the road map because we want to avoid confusion among donor/sister organizations about what is being done. Therefore, we use milestones to define our plan for the next five years—it is very important to be able to quantify what we have by 2015.

Q: Can you give a definition to what you mean by ‘work relations’ between BOS Foundation and relevant stakeholders (Activity 6/7, Indicator 1: “The work relations and coordination among BOS Foundation, the stakeholders, and relevant parties are well maintained.”)
A: Our communications department actively addresses local communities and raise awareness about the importance of saving the orangutans; while to the government, we continue to communicate and enforce the law against illegal tradings for animals, or the killing of endangered species. We also have work relations with the media as well as funding organizations. As a foundation, we must maintain these relationships with different parties by communicating with each other constantly, because our goal is to engage everyone in a single collaborative effort so we can achieve the same objectives together. This is where the road map comes in. Nevertheless, stakeholder relations are different: donors are investors.

Briefly, Mr. Togu Manurung presented Road Map Revitalization of the Indonesian Forestry Industry.

Q: What about SWOT analysis? I didn’t see it in the road map.
A: It’s not in the general discussion. We don’t have the specific time to do SWOT analysis. However, program management includes SWOT analysis—the outcome is reflected in the recommended strategic action plan for BOS Foundation. As we have previously mentioned, we will put everything together, including suggestions from everyone, before we go to the final draft of the road map. And that is part of an ongoing SWOT analysis.
PLENARY SESSION III: EAST KALIMANTAN REGIONAL PROGRAM -
Orangutan Reintroduction Program East Kalimantan at Samboja Lestari
by East Kalimantan Regional Program Manager, Aschta Boestani Tajudin, Msi

In her presentation, Ms. Tajudin briefly canvassed over the history of the
rehabilitation program for orangutans dating as far back as the 1960s in Sarawak
and Southeast Aceh—concluding that BOS Foundation applies the same principles
as the early rehabilitation program that was pioneered by Barbara Harison and
Herman Ridjksen. Eventually, BOS Foundation successfully asked the government
to establish a rehabilitation program for orangutans. Since BOS Foundation started a
rehabilitation program in 1991, they have rehabilitated over one thousand
orangutans and periodically released them back into their natural habitat until eight
years ago. For eight years BOS Foundation hasn’t been able to release the
rehabilitated orangutans back into their natural habitat because there’s not enough
space out there in the wild, due to several challenges:

- Habitat destruction
- Natural hazard
- Age ratio among the rehabilitated orangutans (there’s an over-proportion of
  juveniles and sub-adults)
- Outbreak of infectious diseases, such as Hepatitis and TB

In light of all this, the activity plans for the next 10 years are divided into three
categories:

- Release
- Improvement of Orangutan Welfare
- Establishing Malayan Sun Bears Sanctuary

And these activities are then divided again into three stages:

- Pre-Release
- Release
- Post-Release

There is also the issue of the high number of unreleaseable orangutans due to
disease or behavioral problems. If they are not ready to be released, they will remain
in the sanctuary. Right now the foundation is closely working with the orangutan
advisory board to give recommendations on what they are going to do with the TB-
infected orangutans. They hope that within 5 years they will be able to release all
orangutans currently in captivity. And next year, they also hope to start a release
program for Malayan Sun Bears.

DISCUSSION (Q & A):
Q: What is the outcome of the first release and how many unreleasable orangutans are there?
A: We believe that most of them are doing well, because there is little indication—over the years—that they are not. However, we’ve learned from previous releases that it is better to release small groups of orangutans at the same time, so we can closely monitor them using the implant system we’re going to plant in the back of their necks. In terms of unreleasable orangutan, at the moment there are 75 individuals—45 of whom are ex-TB carrier, 22 of whom carry Hepatitis, while the rest have behavioral issues.

Q: How to deal with orangutans who are infected with TB and what are the recommendations to euthanize them?
A: For orangutans who are infected with TB, we will always try to medicate them first. We want to give them a chance before we have to resort to a more extreme option, which is difficult for all of us. After they’ve been medicated twice, if the TB is still there then we have no other option but to euthanize them—because they will never be cured and there’s the danger of an outbreak. Nevertheless, we’re still waiting for the Indonesian government to decide on what to do with orangutans who are infected with TB.

Q: How to manage the sex and demographic aspects of orangutans when released?
A: The concept and strategy of the release has been discussed, which resulted in the consensus of a 3-2-2 male, sex ratio among the released. We can’t place adult female orangutans with adolescent female orangutans; because there is a tendency for the adult to kidnap the babies. So we manage the sex and demographic aspects of the orangutans through behavior assessments.

PLENARY SESSION IV: EAST KALIMANTAN REGIONAL PROGRAM - Samboja Lestari Land Rehabilitation Program
by Program Manager, Tjatur Setiyo Basuki.

In his presentation, Mr. Basuki noted the purpose of Samboja Lestari as a rehabilitation center, that is to create harmony within the eco-system—and he believes there’s still much to be done to achieve that goal. Some of the objectives include:

- Community welfare
- Biodiversity
- Micro climate change
- Hidrology functions
- Conservation of orangutan

Right now, over one thousand hectares have been replanted with over 5000 trees with a rate of 100 hectares per year since we opened Samboja Plantation in the year
Nevertheless, we need financial support and a lot of hard work to achieve the objectives.

**DISCUSSION (Q & A):**

**Q: What is the mission of the land rehabilitation project in Samboja? What is the indicator for achieving the goal?**

A: Samboja Lestari used to be an unproductive area; and for the past decade we’ve been trying to make it green and productive. The original masterplan was built by Mr. Willie Smits, with a plan to release some orangutans inside Samboja Lestari’s forest areas. We also wish to build a reservoir to help supply water and electricity into Balikpapan—but we haven’t quite realized these plans. The land rehabilitation program is also a pilot project, a kind of success story to show that it is possible to rehabilitate an unproductive land.

**Q: Why is Samboja Lestari not seen as one program since the three components need each other (eg orangutans, lodge, land rehabilitation)?**

A: Understand that the land rehab project has two major functions: waste land, and restoring it back into a forest area. This rehabilitated forest is the home of the orangutan currently in rehabilitation as well as their sanctuary. The land rehabilitation program then also as a third function as the pilot study to prove it can be applied in other locations.

**Q: What are we heading for with Samboja Lestari? Redefine the goals?**

A: The development on Samboja Lestari will always continue; even after the area has been fully regrown, we will continue to monitor the progress in order to protect it from forest fire and to let it fulfill its potential to generate environmental functions.

**Q: Has the cost benefit assessment been done on the land rehabilitation project?**

A: We have not done a cost benefit assessment on Samboja Lestari’s land rehabilitation project, although we have the methodology. In principal, we would like to do this type of assessment and hire consultants.

**Q: What is the plan for the lodge and eco-tourism at Samboja Lestari?**

A: The plan is for Samboja Lestari to be managed by BOS Wisata, a private company owned by BOS Foundation. This is a profit making business, which is the reason we formed PT. BOS Wisata, who is in charge of Samboja Lestari’s managerial and eco-tourism aspects. The current manager at Samboja Lestari Lodge is Mr. Tumpak Opposunggu. We’re in the process of recruiting BOS Wisata management staff.
PLENARY SESSION V: CENTRAL KALIMANTAN REGIONAL PROGRAM -
Orangutan Reintroduction Program Central Kalimantan at Nyaru
Menteng into Murung Raya
by Program Manager, Anton Nurcahyo

In his presentation, Mr. Nurcahyo stated over one thousand orangutans have been rescued at Nyaru Menteng since 1999, when the center was founded; the number continues to increase dramatically due to mining incidents in and around Central Kalimantan. However, plenty of available areas in and around Kalimantan have been secured for mining or logging activities. Mr. Nurcahyo continued to state that since AKHATES has a 45-year lease, it means BOS Foundation may secure an opportunity to develop the area as a sanctuary for orangutan.

Since 2008, BOS Foundation has nurtured a good coordination with established working groups. At the moment, the decision is with the district government because the foundation has submitted all necessary paperwork and documentation. Mr. Nurcahyo said over 300 students from a nearby school are also taking active roles in the activities held at the rehabilitation site, and BOS Foundation has made an assessment and facilitated local communities to develop a strategy on how to raise their economic status in a remote village in Murung Raya. He continued to state that it's important for the foundation to be appreciated by the locals as well as to raise their awareness on the importance of rescuing and rehabilitating the orangutans so they could survive in the wild.

DISCUSSION (Q & A)

Q: Which area has been agreed with the logging company?
A: After a meeting we've had with PT Akhates, it is decided that they will only start using the area for logging activities about ten years from now. However, certain areas will remain off-limits to both loggers and miners—they’re practically conserved for the orangutans. And we are in the process of choosing which is the more suitable area to be conserved. (On the second day of conference, a helicopter has been secured by BOS Foundation to survey/monitor the area). BOS Foundation, along with the Ministry of Forestry, will sign the agreement with PT Akhates.

Q: What's the criteria for release? Is it the same with both Samboja and Nyaru Menteng?
A: The only difference is that Central Kalimantan has real islands that allow the orangutans to experience life in the real forests; whereas in East Kalimantan the forests are man-made and therefore lacking certain natural elements that real forests have—this affects their survival techniques.

Q: How is the cooperation between Eastern and Central Kalimantan projects?
A: We support each other. We have one person responsible for the release project in East Kalimantan and another in Central Kalimantan—the two of them are working in tandem. In terms of funding, of course, the two centers can’t share resources due to
restricted funds; but (almost) everything else is shared between East and Central Kalimantan.

**Q**: Should all post TB-infected or ex-TB orangutans be put in one place?  
**A**: There is an idea to concentrate one area for ex-TB orangutan and another for those who are free of the disease. The diversification of the two projects should be discussed by the foundation; though it is best to leave the matter to the scientists and medical staff.

**PLENARY SESSION VI: CENTRAL KALIMANTAN REGIONAL PROGRAM: Mawas Conservation Program**  
*by Head of Program Development Bureau, Juliarta Bramansa Ottay*

In his presentation, Ms. Ottay expressed the need for a “mechanism to sustain the program so it could last for more than ten years.”

The current status of Mawas Conservation area is still unclear—although a correspondence has taken place between the Indonesian Ministry of Forestry and the Governor of Central Kalimantan. Nevertheless, no tangible action has been taken to follow up with the correspondence.

Since 2007, BOS Foundation has participated in mapping the area so the general public as well as relevant parties are aware of the boundaries on how to best develop the village through communities’ empowerment (farming, fishing, cattle-farming, plantation, etc.) However, this method proved to be unsustainable, because the communities were quickly overloaded with too many projects.

At the moment, BOS Foundation is also affiliated with Zurich University and the National University of Singapore to conduct researches and develop sustainable solutions. The foundation is aiming for several methods of action plan(s), such as: prompting government engagement, developing working group, raising awareness, creating support groups within local communities, as well as hosting/creating other events that suggest the importance of conserving the area.

**DISCUSSION (Q & A):**

**Q**: What is the potential income from the REDD part scheme?  
**A**: The rough calculation at the time was about USD 3 for every ton—so if we take into account 3 giga tons over a period of 30 years based on current methodology, the potential income would come to USD 2 million per year. But using different methodologies at USD 3 per ton, it could come to USD 3-4 million/year.

**Q**: Is the Mawas project going away from orangutans? Do we need to change direction?
A: Mawas project is one of BOS Foundation’s strategic plans to reintroduce orangutan back into their natural habitat. There are two models of ensuring orangutan’s survival:

- Take them out of the forest, and place them in the concession area(s)
- Conserve their natural habitat

Based on our 2004 projection, 15 years from now the population of orangutan in Mawas will be reduced to about fifty percent of its current number. That’s why the project is necessary: by saving the environment, we are also saving the orangutans. Based on a master plan developed by the Dutch government, we need to build 40 reservoirs—which undoubtedly will incur higher operational cost. But it’s worth a try.

Q: What is the status of MAWAS area? Does it belong to the government?
A: It still belongs to the Indonesian government—based on the principle agreement in 2003 which states that the development of Mawas and Nyaru Menteng is to be decided by the Indonesian government. The latest news is the regional government of Central Kalimantan has sent a letter to the Indonesian Ministry of Forestry to decide whether Mawas will change its status to a protected forest area. But the ministry so far has not responded to the request.

Q: What is the implication of the disagreement between the Governor and the Minister of Forestry (Central Government) to BOS Foundation activity?
A: BOS Foundation has been granted the right to manage Mawas area in a formal letter from the Governor of Central Kalimantan to the Indonesian Ministry of Forestry. We don’t have any funding related to the orangutan in the Mawas area, nor do we have special programs aimed toward the conservation of the orangutan in that area. The research station in Tuanan is currently managed by Prof. Carel van Schaik, who is a foreigner. According to the Indonesian law, this is not allowed—it has to be managed by BOS Foundation. As soon as we have the funds, we will take over the station.

Q: How often is the Governor elected?
A: Once every five years.

PLENARY SESSION VII: CENTRAL KALIMANTAN REGIONAL PROGRAM
- Community Development
by Head of Program Development Bureau, Juliarta Bramansa Ottay

In his presentation, Mr. Ottay continued to emphasize on the importance of engaging the surrounding communities within conservation areas to appreciate the seriousness of saving the natural habitat of orangutans. In the past, the foundation used to keep the areas off-limits from illegal logging, mining, poaching, and fire by sending in patrol teams—however, the results were always less than satisfactory. The only way to keep the areas safe is by engaging the surrounding communities, concluded Mr. Ottay.

In turn, BOS Foundation will do its best to generate more income into the surrounding areas by supporting on-going activities such as farming, cattle-farming, etc. Because it’s important for BOS Foundation to create a conducive atmosphere
among the villagers so they, too, can be proud of the effort to conserve the natural habitat of orangutans. Nevertheless, it will take time, said Mr. Ottay. Some communities are still quite skeptical toward BOS Foundation, therefore the other form of engagement is through raising awareness and education.

**DISCUSSION (Q & A):**

**Q:** Is BOSF working with transmigration areas as well? How do you deal with social envy between transmigrants and Dayak communities?

**A:** Yes. Actually, the native (Dayak) tribes aren't the dominant group in these communities; they are the ones who get pushed into the corner. What BOS Foundation would like to do is raise their confidence and rebuild their integrity.

**Q:** Did you change your strategy for sustainable development?

**A:** Yes, we changed it into the already existing program. Instead of introducing new methods of generating income, the foundation is supporting their independence. The main conflict is how to change their perception(s) regarding the orangutans, because some consider the orangutans as pests, others as pets—so we have to work really hard to change these false perceptions.

**Q:** Who is involved in micro-credit? Women or men?

**A:** Women—because, eventually, women are the ones who practice all the dealings in this economic system more than men.

**Q:** Is there an exchange of community development strategies between different regions?

**A:** Yes. We create community development working groups so they may learn from each other and establish a good working relationship.

**PLENARY SESSION VIII: UPDATES FROM PT RHOI - A Sustainable and Responsible Organization for Orangutan Release Area**

by President Director of PT RHOI, DR. Ir. Jamartin Sihite

In his presentation, Mr. Sihite proposed a solution to climate change by conserving orangutans. “Because if we protect orangutans in their natural habitat, it means we have to conserve forests and this will ultimately lead to the solution of climate change issues,” he said. He continued his presentation by emphasizing on the fact that the foundation needs a compact and safe area for orangutan.

“PT RHOI is a private company because what we do is manage these areas,” said Mr. Sihite. “And to do that we need time and money to reconstruct transportation and accommodation purposes.”
Mr. Sihite also proposed an idea to employ and train the local communities to use GPS and camera, so the foundation may better monitor the well-being of the orangutans after they are released.

DISCUSSION (Q & A):

Q: Why was it decided that the personnel will be employed by PT RHOI?
A: All work related to the rehabilitation and reintroduction of orangutans are handled by BOS Foundation, and all staff will be hired by BOS Foundation as well. Not by PT RHOI. PT RHOI's job is to manage the forest(s) in a suitable manner—such as handling carbon-related issue, etc. But anything else concerning the care (and release) of orangutan is directly managed by BOS Foundation.

Q: Can you give us more information on the restoration process? What area will be restored? How much time? How much money is needed?
A: Restoration does not allude to strictly replanting a forest area, but also protecting it from destructive activities like mining, illegal logging, poaching, et cetera. Each forest has a different restoration process because of their condition and tendencies. As for budgeting, it's already detailed in the presentation.

Q: Who are the owners of PT RHOI?
A: BOS Foundation and other shareholders—BOS Foundation has 71% of shares in the company. PT. RHOI was formed because a foundation is not allowed to own a forest concession. So when the company makes a profit, the proceedings will go to the shareholders, which is BOS Foundation. This will be one of many sources of income for the foundation in the future. As a rule, PT. RHOI cannot receive donations—everything has to be regarded as income, with a tax of 35%. BOS Foundation is the only one with the legal capacity to receive donations.

PLENARY SESSION IX: GREEN SOLUTION FOR BOS Foundation / SOLAR SYSTEM
by Hocky E. Ranti

In his presentation, Mr. Ranti suggested that as a ‘green institution’ BOS Foundation still needs to reduce its use of electricity and gas in its outposts and office(s). Therefore, in a way, part of the foundation’s concerns for the environment is still quite evident in its daily activities. The three main areas Mr. Ranti offered to help the foundation in are:

- Energy consumption
- Communication and Education
- Waste treatment

Because technology has advanced quite rapidly in the last five years, Mr. Ranti suggested NEXPOWER products to help BOS Foundation promote an even greener
operation by using renewable energy (solar). For USD 7 million, the investment will be returned within 7-8 years into the future, after which the renewable energy is regarded as free of charge.

**DISCUSSION (Q & A):**

Comment: If we were to spend USD 7 million on this investment, the orangutan will not be able to eat. Unfortunately, this is probably not the right time to be investing on this type of technology, although the idea itself is brilliant.

**DAY 2: WEDNESDAY, OCTOBER 13**

**PLENARY SESSION X: UPDATES ON RELEASE PROGRAM AT NYARU MENTENG**

*by Scientific Advisor Simon Husson; and AT SAMBOJA LESTARI by Regional Director, Aschta Boestani Tajudin*

Recent updates at Nyaru Menteng is that the center is focusing on logistics preparation to make sure it is ready for release program, said Simon Husson. At the beginning of the month, the team started assessing 612 orangutans, choosing some of them to be released, and therefore has to monitor their health and capability of survival in the wild throughout this month.

Other facilities such as clinics and transportations are also prepared and improved to better facilitate the release program. Mr. Husson continued his statement by saying that there is a tangible need for a worldwide channel of communication to broadcast the release program and therefore gain international support. More than that, Nyaru Menteng is a very popular tourist spot and so “we’d like to improve on the educational facilities.” The team has also prepared radio-tracking devices (implants) that have been tested and ensured of their safety to better track the orangutans once they have been released into their natural habitat.

“At the moment we still have to do ground surveys to choose the best release points and locations for camps,” said Mr. Husson. “And veterinary facilities are also being set-up.”

A series of workshops are in the works to discuss on the best method to release the orangutans, and the foundation is working together with stakeholders and other organizations, such as FFI, and mining companies. “We have to come to a synergy for the best strategy,” said Mr. Husson.

Regarding the release stages, Mr. Husson concluded that the chosen orangutans will be brought off the islands and into quarantines for some tests before they are
released into their natural habitat. Moreover, the release program at Nyaru Menteng and Samboja Lestari will be launched at the same time despite the fact that the two facilities have different types of orangutans and facilities. Mr. Husson went on to say that related information will be delivered via the foundation’s communications department to all donors, press, sister organizations, and stakeholders.

“Not all orangutans we release will make it in the wild, and while we hope none will die we still have to be ready for it,” said Mr. Husson.

DISCUSSION (Q & A):

Q: Next year is an important period in the history of BOS Foundation: how is the preparation going at Nyaru Menteng and Samboja Lestari?
A: Aside from the technical and logistical preparations we’ve already mentioned, both regional directors are also taking this opportunity to publicize BOS Foundation’s efforts in the past and future. These are very interesting issues. We would like an input from our sister organizations so they too can take advantage of the moment to do fundraisings. This is the culmination of our rescue project(s).

Q: Are there any orangutans in the adoption program who will be released? How are you going to communicate the programs with the countries in question?
A: The release is the ultimate goal for fundraising, because the foundation is responsible for taking care of them until they are ready to be released. No one wants to give money to keep orangutan in captivity or halfway forests. If an adopted orangutan is released, then the adoption will logically terminate itself. But that’s not the case here, because there’s still money and effort going into the care of the released orangutan. This is a golden opportunity to do fundraising because the release period is coming shortly.

Our expectation is we can make millions of dollars from this event. We wish to invite large companies from around the world to take whole packages of donation to help with the orangutans’ release. We want to have bigger adoption programs. We want to ask companies to sponsor whole islands. We need to capitalize on this opportunity. We need more help from our sister organizations so we can get even more support because these moments are very crucial.

Comment from BOS sister organizations: We should continue with the adoption program the same way we have always done it. The most important thing in the communications department is to create a huge story board about the orangutans’ journey to the general public—whether it be about the helicopter ride or DNA preparations. So donors will understand the issues that orangutans are facing on a daily basis. Bring the donors on the journey of the orangutan individuals. They have to understand the preparation from the start, such as the little details about how it feels for the staff to work in the field with the orangutans. For us it’s the most important thing.
Comment BOS Foundation: We’re all on the same page about what we want to do. We have a campaign that is going to happen soon. Every BOS sister relies heavily on adoption programs. But all situations are different. The baby orangutans are not going to be involved in the release at this point in time. We can’t have one set policy on it. But we will on a case by case issue.

Comment BOS sister organizations: There’s a global and country strategy here. We need global media from BOS Foundation that establishes a communication channel with the international community (1st): local newspapers will also have to be made aware of the issues taking place (2nd): Some stories about what happened yesterday, some video footage about what happened yesterday; and we want to see a local name, or a local face in the community placed in the paper, and then getting it on the same day as other international media. Another thing is we’d like a strong social media campaign as part of this communication strategy, such go to Facebook release site; or choose a particular orangutan and find his journey. It’ll be like a reality show. You’d want to lock on one person/individual and get updates from them. We can look for donations here, because people will follow that. And we’ll make so much money this way.

Comment BOS Foundation: That is how we have planned on getting the message out. The first group of 24 orangutans who will be released—we’ll send individual information on these individuals. This way we can follow their journey and send it to the communications department. But there is the problem of finding mobile connection in the middle of the forest where there is no mobile signal (for staff/technicians).

Q: How do we communicate the stories of baby orangutans who will still be in captivity by the time the release program is launched? And how do we know the release sites are safe?
A: We will only release them once we have a site agreement with the company, which is currently brokered by the Minister of Forestry. It will specifically state that the area is set aside exclusively for the orangutans. And we will not release the orangutans unless we have the statement/document that forbids mining_ILlegal logging companies from destroying the habitat of orangutans. And that’s the safest thing we can try at the moment, because it’s a good deal for us, and as good a start as any. For the younger ones who need to remain in captivity, we are going to release them in the forest schools and on the islands.

Q: What is the benchmark for the foundation’s success once the release program starts?
A: The benchmark for success is survival of the released individuals. Other projects will show that their survival rate is around 90 percent. The radio tracking and monitoring will help us ensure the safety of the orangutans. We project 40 percent failure rate, not only by death, but also individuals who are hurt or sick or incapable of surviving in the wild. However, the question on what we do with injured animals, we do not yet have the solution. Should we pull him out of its habitat or treat it on the spot? We have to deal with this on a communication basis so we can plan the communications campaign.
Q: If we have to pull out some of the orangutans. Where will they go? What's their situation?
A: They have cages on site, halfway houses. We'll take care of the injured and send them out again once they are well. Or they can be put back onto the sanctuary island where they will be fed. We'd first like them to try before putting them back on the sanctuary island.

Q: How much money is involved in the release program?
A: On monitoring 24 orangutans, we need 40 people on-site including medical staff. We also have to provide clinics in the field (emergency clinic). These medics will be rotated monthly. One of the biggest expenses will go to transportations. For this purpose where we have to rotate our personnels (medic, petrol teams, observer) it will cost a lot of money—a minimum of USD 8 million in the span of 5 years.

Q: Who's facilitating the transportation, PT RHOI or BOS Foundation?
A: PT RHOI deals with habitat management; BOSF deals with the orangutans. PT RHOI is not allowed to take donations, so you don't fundraise on behalf of PT RHOI. But when you fundraise for BOSF, the funds will also go to PT RHOI. Without BOSF, PT RHOI will not be functioning at all.

Q: How do we deal with space issues once we have released orangutans back into their natural habitat? What if the land we've provided for them is not sufficient for breeding?
A: We can't tell how the orangutans are going to live once they are in the wild. We can only make estimations based on their habits now. We're going slowly and monitoring everything they do—all we can do is take it from there.

Q: How long do the implants last? What happens when they're gone or no longer working?
A: We have two implants at the moment, it starts recording at 8am and ends at 3pm. Each implant has a different frequency. On a hilltop we can get a range of 600 metres. We've tested the implants and there are no side effects for the orangutans both in Nyaru Menteng and Samboja Lestary. This technology comes highly recommended to enforce this type of monitoring. The implant goes into the fatty tissues under the neck. We will just leave it there if the battery dies, no problem.

Q: Is there any pressure from the government for the release?
A: The government has been supportive. Except they say 2015 there has to be full release, and it's impossible, because most of the orangutans are still in their baby stages.

Q: We need a year to release the first 24 orangutans. When's the next group going to be released, taking into account the different seasons and stages?
A: We'll choose fruit seasons. But it'll be very flexible and we'll have to see and adapt to the process as we go along.
WORKING GROUP SESSION

Participants discussed core questions in three parallel buzz groups and present their recommendations to the plenary. The recommendations of all groups are merged into joint conclusions.

Long-term Collaboration between the BOSF and Donors; Program, Organizational Development, and Capacity Building.

12. In view of the new BOSF organizational structure, what should be the main focus of capacity development?

**Group A:** The most important thing is we need proper capacity building on all levels. Have to make a needs assessment which capacity building is needed for which position. First looking into the job description—to be updated on a regular basis—which has to be done bottom-up (supervisors together with subordinates) and making recommendations to headquarter. For capacity training it has to be seen whether it can be done in-house or by external consultants.

**Group B:** To better understand the program and quantify the money needed. We need people development, exchange program, training program—finding the right people and the right skills. There is also a need for a larger capacity for fundraising, and a lot of it will depend on our ability to better communicate our vision/mission as an organization.

**Group C:** The BOSF structure is new and there will be a settling in period. We need program development, and determine how each role is established and fitted into the system. We have to have capacity development in all areas and conduct a needs assessment. We need training to develop management skills for the people bottom-up, and identify other areas which need to be developed (organizational development).

**CONCLUSIONS:**

Capacity development is connected to future program development. It should cover all levels of the organization and include capacity building for human resources and organizational development, depending on the budget available. Management and technical skills should be raised throughout the organization. A needs assessment should be conducted bottom-up and determined whether training can be conducted in-house or by consultants. Particular attention should be given to fundraising capacities and communication.
13. What should be the future priorities of the BOS Foundation program?

- What is our policy for intake after release starts?

**Responses**

**GROUP A:**
- Long-term financial stability
- Release
- Enhancement of animal welfare
- Future intake policy
- Local ownership
- MAWAS legal status in Central Kalimantan
- Forest management and rehabilitation for the benefit of the good habitat for the orangutan.
- Stakeholder management
- Community Development
- Awareness and knowledge

**GROUP B:**
- Long term sustainability of funding.
- Exit strategies: long term conservation policies, staff, the islands, legacy programs.
- A shift in focus, to start dealing with the underlying problems (the root causes)
- Release
- Reintake
- Sanctuary
- REDD

**GROUP C:**

**BEFORE 2015**
- Focus on conducting release: preparation + acceleration
- Secure the wild orangutan population

**AFTER 2015:**
- Secure more habitat for Orangutan
- Sanctuary
- Sustainable financial system

**CONCLUSIONS**

- Long term financial sustainability
- Release
- New intake policies
- Strengthened local community involvement and ownership
- Addressing root causes/underlying problems (forest management and rehabilitation for the benefit of the good habitat for the orangutan, legal aspects, law enforcement, education and awareness)
- Long-term exit strategies for certain programs/activities to ensure long-term sustainability

14. What should be in a Standard Agreement between BOSF and sister organizations/donors?

BOS Foundation will submit a proposed Standard Agreement and sister/donor organizations provide feedback on this proposed format.

15. What should be the SOP for reporting in terms of content and frequency?

BOS Foundation will submit a proposed standard format and frequency for reports (extra reports if required) and sister/donor organizations provide feedback on this proposed format.

**BOS Foundation and sister organizations exchange:**

- Annual financial reports
- Major project updates every 3 months
- Reports on results achievement against the objectives matrix every 6 months
- Quarterly financial snapshot
- Reports on earmarked funds
- Budget forecast + annual workplan 2 months before the end of the year
- Ad-hoc reports on special/emerging issues, important decisions, etc.
- Annual peer review: Every year BOS Foundation sister organizations nominate 2-3 people to do an internal review of the ROAD MAP’s evaluation which would then be submitted to the headquarter (BOS Foundation) and distributed among sister organizations

**Fundraising & Communication**

16. What kind of marketing tools do you need for fundraising?

**Recommendations:**

- Updates about orangutans in the adoption programs and general (detailed) stories (photos, films, blog, written material)
- Exchange of PR strategy between BOS Foundation and among BOS sisters
- Policy on social media use (facebook, twitter, youtube) – organized nationally and internationally
• Media strategy (corporate magazines, TV corporate, storyboard for releases, corporate PR package)
• Adoption updates (location, individual baby orangutan)
• Square metre project (photos, status of the forest—replanted areas)
• Release campaign (storyboard, writing information, orangutan features, status profile, location profile, time frame, factual/technical, regular funding call, celebrities nationally and internationally as ambassadors, tagline, merchandise, video, documentary, news channels)
• Hectare program for PT RHOI and AKHATES in addition to Square Metre program to attract large donors/corporations
• Regular press releases about BOS in general
• Website Standard (content, links to BOS Foundation on sister organizations)
• BOS Foundation should share information with BOS sisters prior to publishing in the media (either good or bad)
• A coordination role of the BOS Foundation for communication

17. How can we consolidate the BOS brand? Is there a need for clarification in the use of BOS brand?

A meeting needs to be called to establish the rules for the use of BOS copyrights, trademarks, logos, name/business card, font style, etc. with representatives of the communications department of each sister organization and BOS Foundation. Joel Palmer will invite.

18. How can we improve the communication between sister organizations/donor and the BOS Foundation?

Recommendations:

• Talk to each other to build a trustful relationship from the ground-up
• Share organizational charts BOSF/sisters (contact details, who does what, not just titles)
• Establish communication protocols (who is communicating with whom on a regular basis (email-list, cc, bcc to program managers)
• Exchange and timely update of list of contact people from the organizations
• Conduct regular conference calls - monthly Skype conference
• Establish common message boards online to enables ongoing discussion
• Use dropbox or internal servers (for lists of contact people, etc.)
• Sisters sharing publications/newsletters with BOSF
• Formal meeting between BOSF/sisters in person at least ONCE A YEAR
• Every sister organization/donor gets the same information at the same time from the BOS Foundation - no special deal for any organization
• Feedback from BOSF at what they expect from sisters
• Conduct exchange visits of staff
• Training of the communications staff
- The cost of the development of a new program for marketing should be shared among BOSF and sisters who use it
- Sharing names of corporate donors

19. Shall the adoption program be continued after release starts?

Recommendation:

- Through a follow-up program the donors could get information on their orangutan after the release
- A product of marketing needs to be defined around the orangutan’s release, to be developed by BOS Foundation
- This product will show which costs after the orangutan’s release
- Create a product that says ‘post-release’ stories
- These stories are based on individual orangutans which can be traced

Financial Management & Reporting

20. How to raise funds to finance the BOS Foundation overhead costs?

- Sister organization (Australia) gives unrestricted funds
- Germany also provided unrestricted funds and added 15% for overheads on every project contribution
- Find more source(s) to fund overhead costs, as long as these funds are within the legal brackets of donations/contributions and NOT a brand partnership.
- Lobbying for a new regulation that would create a stronger partnership with the Indonesian Government, to elicit direct/immediate/concrete response with regards to BOS Foundation’s operational issues.
- Each donor country should write a support letter to the Indonesian Government via the respective embassy in Indonesia asking them to be more involved in BOS Foundation’s activities.
- BOS Sweden raised 500,000 Euros for BOS Foundation

21. How can we meet the financial reporting requirements of the donors/sister organizations and of BOSF, according to the defined standards?

- There needs to be a direct communication between BOSF and BOS sisters regarding financial issues and/or difficulties as soon as they emerge.
- How can we ensure financial transparency of both BOS Foundation and BOS Sisters/Donors?
- See points in Question #4
PLENARY SESSION XI: FINANCIAL POSITION OF BOS FOUNDATION

by Treasurer, Iman Taufiq

In his presentation, Mr. Taufik communicated the fact that there is a deficit of USD 884,788—and that the foundation’s strategy to cover this deficit is by sharing the issue with sister/donor organizations. He also mentioned several facts and input:

- DS Asia has helped put together some programs and we’re working on some marketing points.
- Major companies are placing their CSR funds into BOS Foundation.
- We have to find more/other sources of funding.

DISCUSSION (Q & A):

Q: Is it feasible to pay half the money through government funding?
A: We are also trying to communicate with the government by telling them that it is not fair for them to treat us like a profitable business. For one, this is an ecosystem restoration concession—we are not destroying the environment, we are here to help the government. It is their job, and we are helping them do this.

Q: If each donor country write a letter to the Indonesian government via the respective embassy, would that have made a difference?
A: It would, but only if the press is aware of this correspondence.

Comment BOS Foundation: “We are listening to you, but the payment is not within our authority—because the money had to go through the Ministry of Finance.” The money is not within the Ministry of Forestry, and everything has to be done procedurally according to the law. Even if they were to revise the law, it takes time for them to do so. Eventually we have to go to a member of the parliament.

Comment BOS sister organizations: Lobbying for a new regulation would probably be a more feasible idea in the long run.

Announcement BOS sister organization: We just got you USD 500,000 from Sweden.

Q: What about overhead cost? Must BOS sister/donor organizations pay for the 20% overhead cost on top of the donation(s) to cover operational cost at BOS Foundation?
Comment BOS sister organizations: The whole point of having BOS International is to have Indonesia be accountable.

Comment BOS sister organizations: Another view is let’s accept that we’re going to pay them 20% for the next month and reassess it rather than the notion of “to do or not to do.” Let’s have faith in the new system, and the new board, the new structure. The difficulties we had previously are not the difficulties we have now. We’re willing to pay this and we’re expecting some things—let’s run with it. Let’s try to make some money with what BOS Foundation is offering.

PLENARY SESSION XII: OPEN ISSUES

22. How should we best address the relationship between BOS Foundation and BOS Foundation (Global) or BOS International in light of the internal disagreement between the Board of Trustees of both parties and Chris Williams’ proposal offering two options on merging the organizations?

- There needs to be a THIRD OPTION
- Option 3 needs to be defined and communicated with BOS sister organizations, most of whom are affected by this option
- Chris Williams should be present in future discussions with regards to this particular issue so he also has the opportunity to explain his proposal thoroughly, therefore avoiding misinterpretations/misunderstandings
- The donors should be involved in the discussion of Option 3 because they are also affected by the decision of which option BOSF/BOS International make.
- Leave more room for discussions among BOS sisters, BOS International and BOSF because EVERYBODY has to have their say on the possibility of a merger
- Define the structure of BOS International to further define their role (presently) as an extension of BOSF
- There needs to be a clear boundary to define the role(s) of each representative organization of BOS and how they answer to BOSF
- There needs to be a MEDIATOR who can act as a bridge between the two organizations, or more specifically the BOARD MEMBERS of the two organizations to find an agreeable solution
- There needs to be more talks/dialogs between the two organizations, rather than arguments – and communicate the result of these talks to BOS sisters.

23. In light of the recent online viral campaign by a number of irresponsible parties with regards to BOS Foundation’s policy on new intakes, another campaign is anticipated due to ongoing threats and/or irresponsible acts by the same parties in the coming month addressing the 12 orangutans currently held in Thailand, whom BOS Foundation has yet repatriated back to Indonesia—how should we best prepare for it?
• Don’t react, be proactive.
• Engage the government on how to proceed with this matter.
• Set and maintain a line of communication between BOSF and BOS sisters/donors as well as other parties affected by this campaign
• Ask the irresponsible parties about the solution they have for these 12 orangutans given the constraints that BOSF is currently facing financially (to care for the new intakes) and policy-wise (the government’s regulations on intakes)
• Write a position paper on BOSF capabilities—what we can and can’t achieve realistically—to better communicate our position on the issue.