Biodiversity Conservation in Multiple Use Forest Landscapes in Sabah, Malaysia (GEF ID [PIMS] 4182)

Draft Terminal Evaluation Report

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Prepared for:
United Nations Development Programme, Malaysia

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Cover photo: Waterfalls, area of Maliau Basin, Sabah, Borneo. (photo: J. Berdach)

List of Acronyms and Abbreviations

APR	Annual progress report
CPAP	Country Programme Action Plan (UNDP)
FSC	Forest Stewardship Council
GEF	Global Environment Facility
HCVF	High conservation value forest
IR	Inception Report
ITP	Industrial timber plantation
KATS	Kementerian Air, Tanah dan Sumber Asli (Ministry of Water, Land and Natural Resources; formerly Ministry of Natural Resources and Environment [NRE])
MFL	Multiple-use forest landscape
MOU	Memorandum of understanding
MSPO	Malaysia Sustainable Palm Oil
MTCS	Malaysia Timber Certification Scheme
MTR	mid-term review
NNL	No net loss
NRO	Natural Resources Office
PA	Protected area
PB	Project board
PES	Payment for ecosystem services
PIF	Project identification form
PIR	Project implementation review
PMU	Project management unit
PPG	Project preparation grant
ProDoc	Project document
RBJ	Rakyat Berjaya Sdn Bhd
RSPO	Roundtable for Sustainable Palm Oil
SEPU	State Economic Planning Unit
SFD	Sabah Forestry Department
SFMLA	Sustainable Forest Management License Agreement
TE	Terminal Evaluation
TER	Terminal evaluation report
TOR	Terms of reference
TWG	Technical working group
UNDP	United Nations Development Programme
YS	Yayasan Sabah (Sabah Foundation)

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Project Title:	**Biodiversity Conservation in Multiple-use Forest Landscapes in Sabah, Malaysia**
GEF Project ID (PIMS) #:	**4182**
UNDP Project ID (PIMS) #:	**4186**
Evaluation Timeframe:	
Evaluation Start Date:	**19 April 2019**
Evaluation Mission:	**5-20 July 2019**
Date of Evaluation Report (draft):	**15 October 2019 (this report)**
Final Workshop:	**15 October 2019**
Date of Evaluation Report (final):	**15 November 2019 (estimated)**
Evaluation Completion Date:	**31 December 2019**
Region and Countries included in terminal evaluation:	**Sabah State, Malaysia**
GEF Operational Program/Strategic Program	Operational Program: **OP#3 (Forest Ecosystems)** GEF-4 Strategic Programs: **BD-SP1: Sustainable Financing of Protected Area Systems at the National Level** **BD-SP3: Strengthening Terrestrial Protected Area Networks** **BD-SP4: Strengthening the Policy and Regulatory Framework for Mainstreaming Biodiversity**
Executing/Implementing Agencies and Other Project Partners:	Executing Entities: **Ministry of Water, Land and Natural Resources (KATS) Malaysia; Sabah State Economic Planning Unit** Implementing Entity: **Sabah Forestry Department** Other Project Partners: **Sabah Foundation**
Evaluation Team Members:	**James T. Berdach, Lead Expert and Evaluator (International)** **Bee Hong Yeo, Environmental Economist (National)** **Pei Sin Tong, Biodiversity & Forest Expert (National)**

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Executive Summary

Table ES-1. Project Summary

PROJECT SUMMARY TABLE		
Project Title	Biodiversity Conservation in Multiple-use Forest Landscapes in Sabah, Malaysia	
GEF Project ID	4182	
UNDP Project ID	4186	
Country	Malaysia	
GEF Focal Area/Strategic Programs	Biodiversity; GEF-4 BD-SP1: Sustainable Financing of Protected Area Systems at the National Level BD-SP3: Strengthening Terrestrial Protected Area Networks BD-SP4: Strengthening the Policy and Regulatory Framework for Mainstreaming Biodiversity	
Operational Program	OP#3 (Forest Ecosystems)	
Executing Agencies	Ministry of Water, Land and Natural Resources (KATS) Malaysia; Sabah State Economic Planning Unit	
Other Partners	Implementing Agency: Sabah Forestry Department Other Project Partners: Sabah Foundation	
FINANCING		
	At Endorsement (US$)	At Completion (US$)***
GEF financing		
GEF trust fund	4,400,000	3,876,383.67
PPG *	100,000	100,000
Sub-Total GEF	***4,500,000***	***3,976,383***
Cofinancing		
PPG*	130,000	130,000
GoM (cash)		
GoM (in kind)	19,400,000	**19,346,668**
WWF	100,000	105,566
Other (SWD)		2,013
Sub-Total co-financing	19,630,000	*19,584,247*
TOTAL PROJECT COST	**24,130,000**	***23,560,630***
ProDoc signature		22 June 2012
Starting Date **	Proposed: May 2012	Actual: 22 June 2012
Closing Date **	Proposed: May 2018 (31 Dec 2017)	Actual: 21 December 2019

- *Request for Project Preparation Grant document, 3 June 2010.
- ** Project document
- ***Project finance documents (as of 2nd quarter of 2019)
- Co-finance based on average 2012 (project start date) exchange rates

Description of the Project and the Terminal Evaluation

1. The project, "Biodiversity Conservation in Multiple Use Forest Landscapes in Sabah, Malaysia" has as its objective the institutionalization of a multiple-use forest landscape planning and management model which brings the management of critical protected areas (PAs) and connecting landscapes under a

common and integrated management umbrella strategy in order to mainstream biodiversity, ecosystem functions, and resilience, while enabling ongoing sustainable uses. The 261,264 ha project landscape, which is located in the eastern part of Sabah, Borneo, is a contiguous block that forms an important connecting land mass between three sizeable and renowned PAs in Sabah. These are: the Maliau Basin Conservation Area (58,840 ha); Danum Valley Conservation Areas (43,800 ha); and Imbak Canyon Conservation Areas (16,750 ha). The project aims to achieve its objective through (i) delivery of an enabling environment for optimized multiple use planning, financing, management and protection of forest landscapes; (ii) demonstration of the multiple-use forest landscape planning and management system; and (iii) establishment of sustainable financing of protected areas and associated forest landscape areas at the pilot site. The project is receiving grant funding from the Global Environment Facility of USD 4.4 million and co-financing of USD 19.5 million from other sources. The United Nations Development Programme is the designated GEF Agency, and the project is being implemented through the Sabah Forestry Department.

2. The primary purpose of this Terminal Evaluation is to provide a comprehensive overall assessment of the project at its conclusion, including a critical assessment of (i) the project's implementation performance; (ii) the results of implementation, including attainment of intended outcomes and higher-level project objectives; and (iii) administrative and technical strategic issues and constraints. The evaluation is structured to examine project performance and results, and to provide ratings, according to several key criteria, including its *relevance*, *effectiveness*, *efficiency*, *sustainability*, and *impact*. In addition, the Terminal Evaluation presents a discussion of lessons learned through the process of implementing project activities, as well as a series of recommendations for strategies, approaches, and activities that could help to improve future GEF-supported efforts for the conservation of biodiversity on multi-use forest lands, both in Sabah, other sites in Malaysia, and elsewhere.

3. The overall results of the evaluation are summarized in the ratings table below (Table ES-2).

Table ES-2. Evaluation Ratings Table

Project Performance Rating		
Criteria	**Ratings**	**Comments**
Monitoring and Evaluation		***(Discussion: see Section 3.2.2)***
Overall quality of M&E	**Moderately Satisfactory (MS)**	All required M&E tools and processes completed (e.g., inception review, PIRs, APRs, tracking tools, MTR, TE); also, project proponents indicated that METT was used in management plan preparation—however it is not clear to what extent findings of evaluation processes were employed to make any needed adjustments/improvements for adaptive management of the project
M&E design at project start up	**Satisfactory (S)**	All required M&E tools and processes (e.g. inception review, PIRs, APRs, tracking tools, MTR and TE) were included as elements of the project M&E system
M&E Plan Implementation	**Moderately Satisfactory (MS)**	All required M&E tools and processes completed — however it is not clear to what extent findings of evaluation processes were employed to make any needed adjustments/improvements for adaptive management of the project

Project Performance Rating		
Criteria	**Ratings**	**Comments**
IA & EA Execution		***(Discussion: see Section 3.2.6)***
Overall Quality of Project Implementation / Execution	**Moderately Satisfactory (MS)**	Overall rating is based on cumulative IA and EA ratings (see comments following for IA/EA execution)
Implementing Agency Execution	**Moderately Satisfactory (MS)**	In general, SFD, PB, PMU and other implementing partners carried out implementation and project management functions according to requirements; however, it was determined that better technical guidance was needed, e.g., for developing consultants' TORs, monitoring, reviewing/accepting research reports, integrating the consultancies and applying research findings in the management of the project landscape
Executing Agency Execution	**Moderately Satisfactory (MS)**	UNDP Malaysia generally fulfilled its EA responsibilities; however, stronger guidance was needed in (i) identifying technical shortcomings of the IA, which required appropriate remedial actions to be taken; (ii) advising on standard administrative and financial procedures to be followed; and (iii) ensuring stronger linkages to other relevant initiatives at the national level (e.g., CBioD, REDD+, PA Financing)
Outcomes		***(Discussion: see Sections 3.3.1, 3.3.2, 3.3.3, 3.3.4)***
Overall Quality of Project Outcomes	**Moderately Satisfactory (MS)**	**Outcome 1**: Key elements for establishing enabling environment were put in place (e.g., land use classification changes, influencing State-wide policy decisions, e.g., Managed Retention and approved Cabinet paper to formulate PES and Conservation Finance mechanisms and need for Conservation Fee Enactment); **Outcome 2**: Site-level efforts largely successful in modeling improved management for biodiversity conservation based on research evidence from the biodiversity related studies (landscape and ground level studies, e.g., for improving habitat connectivity); **Outcome 3**: The main outputs for Outcome 3 were the consultancy agreements for the Environmental Economist and Financial Data Specialist; some key financial data were presented but values of ecosystem services were largely absent. Weaknesses included (i) failure to encourage stronger sense of ownership for the important data produced through the project's research

Project Performance Rating		
Criteria	**Ratings**	**Comments**
		efforts—thus weakening continued use, integration and application of the data collected; (ii) long delays in project start-up, and in administrative processes (e.g., Project Manager selection process, consultant selection, contracting) adversely affecting project efficiency and effectiveness; (iii) failure to consider clear definition and broader range of options for sustainable financing; and (iv) Ecosystem values were not fully estimated for incorporation into the landscape-level management plan and communication to policy makers.
Relevance	**Relevant (R)**	Project highly relevant for achieving the objective of improved mainstreaming of biodiversity conservation at the state and national level as well as habitat connectivity at the landscape level
Effectiveness	**Satisfactory (S)**	**Strengths**: land use classification for conservation strengthened, acceptance by the State Cabinet to work on Ecosystem Conservation Fee Enactment and PES mechanisms, management plan prepared **Weaknesses**: persistent low awareness of biodiversity/ecosystem services among top-level decision-makers; delay in preparation of management plan prevented testing its usefulness and effectiveness
Efficiency	**Moderately Satisfactory (MS)**	**Strengths**: adaptive management approach followed (e.g., revisions to SRF at inception, cash flow arrangements through UNDP, selection of PES pilot site outside study area, changes in project management structure from ProDoc), leveraging of funding, timely and comprehensive reporting **Weaknesses**: no evidence that SRF was used as a management tool, changes in management structure were ad hoc rather than adaptive, local capacity underutililzed
Sustainability		***(Discussion: see Section 3.3.5)***

Project Performance Rating		
Criteria	**Ratings**	**Comments**
Overall likelihood of Sustainability	**Likely (L)**	(risk components are considered cumulatively) it appears likely that the project benefits can be sustained; highest risks are of an environmental nature and posed by continuing development pressures, especially in the forest sector; these are offset by advancements made under the project in securing a stronger institutional enabling environment to support improved management of forest lands and conservation of biodiversity resources, as well as potential interventions that could result in long-term sustainability of financial resources for conservation
Sustainability of financial resources	**Likely (L)**	It is anticipated that one or more of several mechanisms which have been developed or pilot tested under the project (e.g., conservation fee enactment, PES mechanisms) will come to fruition and help to ensure availability of sustainable financing for conservation
Socio-economic sustainability	**Moderately likely (ML)**	during consultations, many respondents voiced their strong support for and ownership of the project; also, strong political will was demonstrated to secure the integrity of the project site through land use changes; however, one clear weakness involved lack of "buy-in" and understanding by practitioners, to ensure the continued use of valuable data collected during research activities
Institutional sustainability	**Likely (L)**	significant institutional framework elements have been put in place (e.g., significant increase in area of Class 1 Forest Reserves; amendment of Forest Enactment 1968, formulation of Sabah Forest Policy 2018; approval of PES policy; preparation of integrated landscape management plan)
Environmental sustainability	**Moderately Likely (ML)**	development pressures, encroachment into forest reserves, and wildlife poaching still continue to threaten environmental integrity within the multiple-use forest landscape; however new efforts to address wildlife poaching (e.g., SFD special force team; wildlife committees) have recently been initiated
Impact		***(Discussion: see Section 3.3.6)***
Environmental Status Improvement	**Minimal (M)**	wildlife corridors established, plots developed for biodiversity surveys, rehabilitation efforts all contribute to improving environmental status; however, development pressures, destructive and illegal practices still continue

Project Performance Rating		
Criteria	**Ratings**	**Comments**
		to threaten environmental integrity within the multiple-use landscape
Environmental Stress Reduction	**Significant (S)**	key elements of an enabling framework put in place for reducing environmental stress, especially improved ecosystem connectivity; integrated management plan provides a roadmap for improved sustainable management in the project landscape
Progress towards stress/status change	**Significant (S)**	Good prospects for replication and scaling up, mainstreaming achieved, e.g., through policy actions such as amendment of Forest Enactment 1968, formulation of Sabah Forest Policy 2018, approval of PES policy
OVERALL PROJECT RESULTS	***SATISFACTORY (S)***	***(Discussion: see Section 3.3.7)***

Summary of Lessons, Recommendations, and Conclusion

4. The key lessons learned through implementation of the project have included the following:

- Proper planning and preparation for the utilization of research data is essential;
- An initial period of socialization may help to reduce delays later on, and make project start-up processes smoother;
- A clear vision and strategic direction are critical for effective project design and implementation;
- A high level of commitment and engagement from concerned agencies (and other stakeholders) is essential for project success;
- The private sector can play an important role in biodiversity conservation, especially in a multiple-use landscape setting;
- "Analysis paralysis" can prevent progress from being made, while adopting the Nike "Just Do It" approach may help to overcome barriers and lead to successful testing of innovative methods;
- To ensure success in carrying out complex multi-dimensional projects, experienced leadership is required; and
- To develop appropriate management mechanisms, it is important that preparatory steps are carried out in a logical sequence.

5. The key recommendations which have emerged as a result of this terminal evaluation are as follows:

- Undertake measures to replicate better ecological connectivity, as demonstrated in the project area.

- Take steps to ensure that research data is given relevance through continuing application and dissemination.

- Uphold the ban on oil palm plantations in permanent forest reserves; confine plantations to previous agricultural or degraded lands.

- Strengthen the role of the private sector in biodiversity conservation, within multiple-use forest landscapes.

- Adopt measures to improve the efficiency of project design, implementation, and management functions (reference to TE reports, socialization period at project start-up, project performance canvas, time allocation for the procurement of consultants, communication strategies, knowledge management and capacity building).

- Link lessons learned from the Sabah MFL project with other related initiatives.

6. More detailed descriptions of the lessons learned and recommendations are provided in the main text.

7. In conclusion, the project, "Biodiversity Conservation in Multiple Use Forest Landscapes in Sabah, Malaysia" has been effective in bringing about a number of significant changes that can help to ensure the mainstreaming of biodiversity conservation in Sabah. Some of the key project accomplishments have included: (i) improved habitat connectivity, linkage with protected areas, and reduction in fragmentation on lands within the project area, brought about through reclassification of large land areas to Class 1 Forest Reserve Status; (ii) production of significant scientific findings through cutting-edge field research; (iii) completion of an integrated management plan for the multiple-use forest landscape; (iv) improved cooperation and collaboration among stakeholders; (v) greater awareness and knowledge of the importance of preserving biodiversity in multiple-use forest landscapes, especially within the private sector; (vi) pilot-testing and promotion of payment for ecosystem services (PES) as a viable sustainable financing mechanism, and approval of PES and the conservation finance approach by the Sabah State Cabinet; (vii) drafting of an enactment for an ecosystem conservation fee, for adoption by Sabah State government; and (viii) facilitating a conservation approach based initially on managed retention of Sabah's forests, and moving towards adoption of a "no net loss/net gain" policy for Sabah's forest lands.

8. In addition to the achievements mentioned above, the Terminal Evaluation team concluded that there are a n umber of exciting opportunities to carry forward lessons from the Sabah project. This could best be accomplished by taking action on the recommendations provided here. Among the most promising of these is the opportunity to replicate project success, by strengthening the ecological connectivity of important areas of natural habitat at other sites within multiple use forest landscapes in Sabah, and beyond. Using the success of the project as a model, it is hoped that the government agencies and NGOs who work in the biodiversity conservation arena will focus strong effort and attention to bring about the transformations in policy, land use classification, and management practice that are needed to effect on-the-ground changes to strengthen and maintain the functionality of important biodiversity corridors.

9. The project has largely fulfilled its function of demonstrating best practices for strengthening mechanisms to protect ecological functioning and integrity in the multiple-use forest landscape in Sabah. It is hoped that through a process of replication, the benefits which have been achieved thus far can be further strengthened and disseminated in the future.

10. Based on the extensive factual evidence gathered during the course of the terminal evaluation, and recognising the significant progress that has been made in mainstreaming biodiversity conservation in multiple-use forest landscapes in Sabah, as a result of project interventions, the project is given an overall rating of ***Satisfactory (S)***.

1 INTRODUCTION

1.1 Purpose of the Evaluation

1. This terminal evaluation (TE) of the project, "Biodiversity Conservation in Multiple Use Forest Landscapes in Sabah, Malaysia" (herein also referred to as the "Sabah MFL Project"), has been conducted in accordance with the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects.*[1] The principal requirements are that a) all GEF-financed projects must receive a final (terminal) evaluation; and b) terminal evaluations of GEF projects should include, at a minimum, ratings on a project's relevance, effectiveness, efficiency, and monitoring and evaluation implementation, plus the likelihood that results (outputs and outcomes) can be sustained.

2. Also, as part of the project procedures required under UNDP/GEF Monitoring and Evaluation Policy, the TE will provide a comprehensive overall assessment of the project at its conclusion, including a critical assessment of the project's administrative and technical strategic issues and constraints. This TE includes consideration of (i) project implementation ***performance***; (ii) results of implementation, including ***attainment of intended outcomes and higher-level project objectives***; and (iii) ***lessons learned*** about project design, implementation, and management. Finally, based on the findings and lessons learned, the evaluation provides ***recommendations*** for strategies, approaches, and activities that could help to improve future GEF-supported efforts for the conservation of biodiversity on multiple-use forest lands, both in Sabah, other sites in Malaysia, and elsewhere. The Terms of Reference (TOR) for this assignment are presented in Annex A.

1.2 Methodology

3. The methodology of the TE has followed the step-wise approach set forth below.

1.2.1 Information Gathering

4. Information-gathering was accomplished through three complementary processes: (i) review of project documents and other relevant reference materials; (ii) consultations with various stakeholders; and (iii) visits to selected sites of interest in the project area.

1.2.1.1 *Document Review*

5. A complete file of documents was made available to the TE team electronically through a Dropbox system. The document files include both guidance documents of UNDP and GEF, and documents produced specifically by the project to fulfill regular reporting requirements. The team has conducted a thorough review of the project documents. Annex B catalogues the various documents that have been provided to the TE team.

1.2.1.2 *Stakeholder Consultations*

6. The TE team has undertaken extensive consultations, including group consultations and face-to-face interviews with key stakeholders. Most of the consultations took place during an evaluation mission conducted in the project area. Annex C contains the detailed schedule of activities that were conducted during the evaluation mission. In some cases, when it was not possible to conduct face-to-face meetings, consultations took place remotely (i.e., by telephone or Skype). A list of the key stakeholders who have been consulted during the course of the TE is provided in Annex D.

1.2.1.3 *Site Visits*

7. A third mechanism for the TE team to gather information was through site visits conducted within the project area. This enabled the members of the TE consultant team to make first-hand observations of existing biophysical and socioeconomic conditions within the project landscape. In addition to conducting visits to selected sites of interest by land, an aerial survey, covering the entire project area, was carried out by helicopter. Because the project area is quite large, with difficult access to many sites, the aerial survey enabled the TE team to get a broad general overview of the entire landscape, and especially, to make observations about the general characteristics and condition of forest cover

[1] UNDP. 2012. Evaluation Office.

and other land uses that are present. More information about the specific sites that were visited during the field mission is included within the detailed mission schedule, is found in Annex C.

1.2.2 Analysis, Documentation, and Delivery

8. Through the processes described above, extensive information has been gathered by the TE team during the course of this evaluation. The data has been analyzed according to the requirements and criteria set forth in the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*.[2] The focus of the analysis is to assess project performance according to five main criteria*: relevance, effectiveness, efficiency, sustainability,* and *impact*. Another specific requirement of the evaluation, which is a distinctive feature of the analysis, is to provide numeric ratings for a number of criteria which are specified in the UNDP/GEF *Guidance*. The rating scale that is utilized is presented in Annex E.

9. The findings of the evaluation are documented in this draft terminal evaluation report (TER). After a period set aside for review of the document by UNDP and other stakeholders, a TE concluding workshop will be conducted, during which stakeholders will be gathered to receive a presentation by the TE team of the analytical findings of the TE. An important focus of the final workshop will be to present the lessons learned and recommendations of the evaluation, which will be useful for guiding future initiatives which have similar objectives to those which have been the focus of the Sabah MFL project, i.e., the sustainable management of resources, and conservation of significant biodiversity, within multiple-use forest landscapes. The workshop will afford stakeholders a final opportunity to comment and express their views to the evaluators, and for the consultants to take these remaining comments into consideration, for the finalization of the TER. An audit trail will be prepared, which will document responses to all comments received, and any changes made to the TE draft in response to the comments. The final TER will be submitted to UNDP, together with the audit trail.

1.3 Summary of the Methodological Approach

10. A schematic diagram, shown in Figure 1 below, illustrates the evaluation process which has been followed for the TE. The approach includes consideration of the five evaluation criteria which have been applied to analyze the various levels of the project, as represented in the project strategic results framework (SRF). The diagram also refers to the results of the evaluation, and the expected effect which those results may produce, in contributing to larger-scale global environmental benefits in the future.

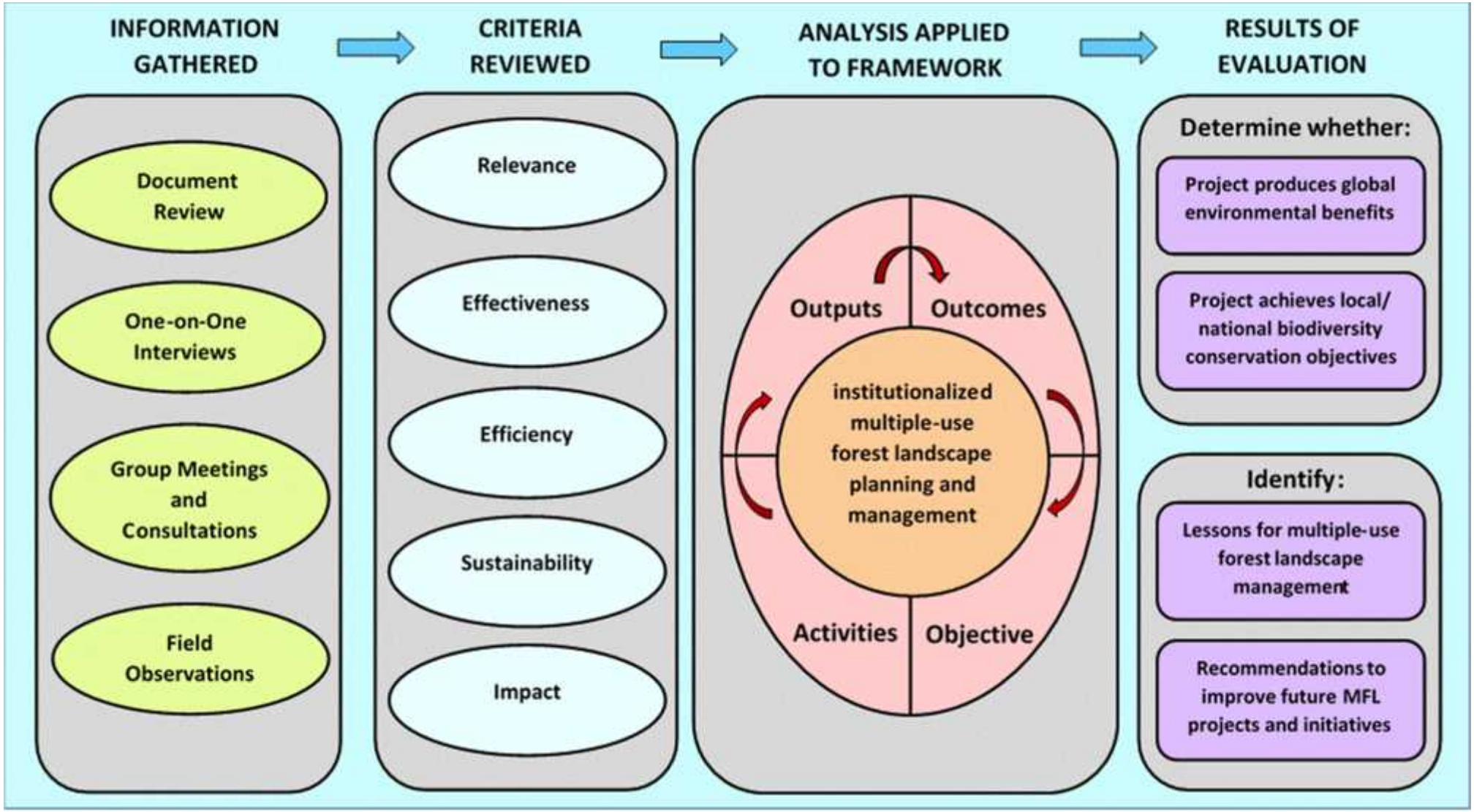
1.4 Structure of the Evaluation Report

11. This report follows the structure dictated in the UNDP/GEF *Guidance* document. In contains the following main sections:

- **Section 1**, the Introduction (*this section*), provides information about the purpose of the terminal evaluation, and the process for conducting it;
- **Section 2** provides an overview of the project, its primary objective, targeted outcomes, and expected results;
- **Section 3** reports the findings of the evaluation, including an evaluation of project performance in its design and implementation, as well as how successful it was in achieving the desired results. The section also includes the numeric ratings of project performance;

[2] UNDP. 2012. Evaluation Office.

Figure 1. Schematic Representation of the Evaluation Process



- **Section 4** presents key lessons learned from the project, and recommendations. The lessons learned, for example, may be observations of instances in which challenges arose, either in project design, implementation, or management, and the reasons why they occurred. Lessons may also be examples of good practice, which contributed to the accomplishment of project objectives. The recommendations, often the logical outcome of lessons, are guidance which may be applied to similar initiatives in the future, which could help to avoid or overcome problems, and to improve results-based project performance; and
- **Section 5**, the Conclusion, provides a brief summary of the findings of the TE.

12. In addition to the sections described above, the report includes a series of annexes which provide supplementary information to support the analysis described in the main report, or which are included to satisfy additional reporting requirements specified in the UNDP/GEF *Guidance*.

2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project Start and Duration

13. In the most recent Project Implementation Review (PIR; 2018), it was reported that the CEO Endorsement for the project was dated May 3, 2012, and the official project start date was June 22, 2012.[3] However, significant delays occurred in actually beginning work under the project; the Inception Workshop was held on December 1, 2014—almost 2 ½ years after the start date. With the current planned closing date of December 21, 2019, the total duration of the project is approximately 7 ½ years.

2.2 Significance of the Project Area

14. The biodiversity in Sabah State, Malaysian Borneo, both flora and fauna, is exceptionally high, helping to earn Malaysia status as one of 17 mega-diversity countries globally. The entire state of Sabah falls within the WWF Global 200 Borneo Lowland and Montane Forest Ecoregion and the Sundaland Global Biodiversity Hotspot.

15. Roughly 80 percent of Sabah's total land area, and most of Sabah's forests, are located within the "Heart of Borneo" (HoB). The HoB spans transnational boundaries to encompass a 200,000 km^2 area of ecologically interconnected rainforest within the Indonesian province of Kalimantan, the East Malaysian states of Sabah and Sarawak, and the nation of Brunei Darussalam. The HoB houses a diversity of plants and animals endemic to the island. This natural heritage also provides goods and services critical to sustaining the livelihoods and well-being of the people of Borneo.

16. The 261,264 ha project landscape, which is located in the south-central part of Sabah, is a contiguous block that forms an important connecting land mass between three sizeable and well-known protected areas in Sabah. These are:

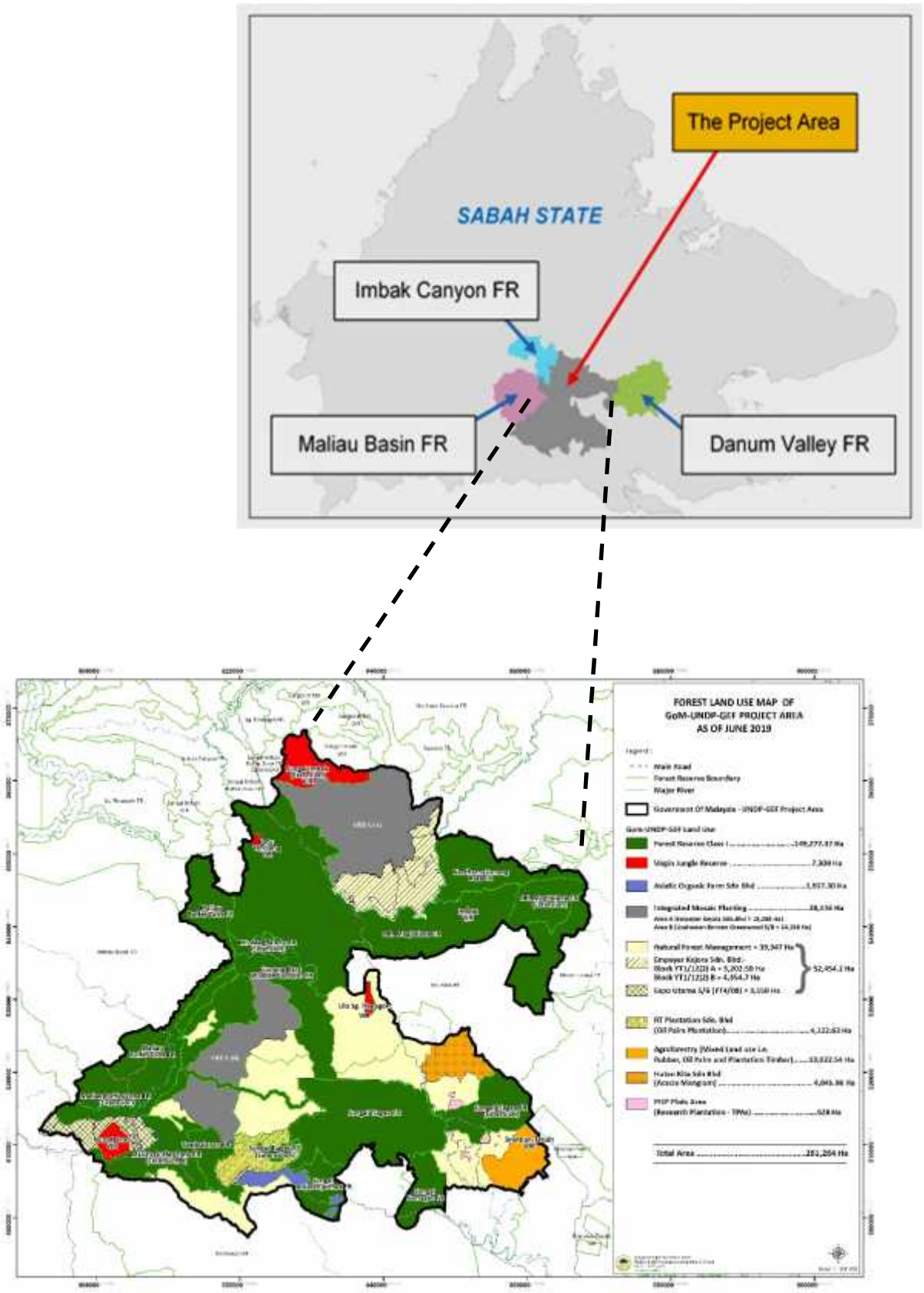
- the Maliau Basin Conservation Area (58,840 ha);
- Danum Valley Conservation Areas (43,800 ha); and
- Imbak Canyon Conservation Areas (16,750 ha).

17. A map showing the location of the project area, in relation to the surrounding conservation areas, and a detailed map of current land uses in the project area, are shown in Figure 2.

18. The project site, located in the northern sector of the HoB, is highly significant for its globally-important biodiversity. Its lowland dipterocarp forests are particularly rich in species diversity—in one study, 814 species of woody plants were recorded within a relatively small (50 hectare) survey area. Six out of seven of Sabah's threatened fauna are present within the landscape, for example Orang-utan (*Pongo pygmaeus*) and Tembadau (*Bos javanicus*). Also found here are endemic, rare and threatened plant species such as the protected gaharu timber (*Aquilaria borniensis*) and elephant ear orchid (*Phalaenopsis gigantea*).

[3] Date of signing for the Project Document.

Figure 2. Map of the Sabah MFL Project Area and Current Land Use



Sources: Adapted from NEPCon. July 2019, Integrated Management Plan; and PMU/SFD.

19. In addition to its biodiversity significance, the project area is also of critical importance for its roles in regulating climate and water provisioning. Its forests sequester carbon dioxide from the atmosphere, with carbon being fixed in living biomass. In addition to climate regulation, the target landscape has several major rivers (e.g. Segama River and Kuamut river) that provide an important source of water which supports human populations living downstream (e.g., at Kalabakan village). These watercourses form the upper tributaries of larger rivers, including the Kinabatangan river, which drains into the South China Sea on the east coast of Sabah, and carries nutrients which support the food chain in nearshore areas.

2.3 Problems that the Project Sought to Address

20. Under the pre-existing "baseline" scenario, financing for natural resources management, including management of PAs in Sabah, had depended largely on revenues generated by large-scale forest conversion for agro-industrial uses such as oil palm, along with revenues from reduced impact logging (RIL). At the start of the project, the project landscape contained 182,426 ha (69%) of Class II Commercial Forest. Remaining land uses included Industrial Tree Plantation (ITP), degraded forests, and water catchment areas. Perpetuation of the revenue streams existing at the time would result in the progressive loss or degradation of much of the remaining high-value tropical forest landscape, including a significant proportion of the Heart of Borneo (HoB) biodiversity hotspot, of which the project area is a part. Due to continuing loss of connecting corridors of land with high habitat and biodiversity values, existing protected areas would be increasingly isolated within an ecologically fragmented landscape. This in turn would be accompanied by declining prospects for viability of globally significant species, including elephants, orang-utan, and tembadau (among others). Under most likely climate change scenarios, PAs would also lack the resilience to withstand stressors such as increased frequency and severity of wildfires, as well as changes in habitat composition and species range. Thus the long-term outlook for the viability of the three PAs adjacent to the project area (Danum, Maliau, and Imbak Conservation Areas) would be doubtful.

21. In summary, the project was designed to reduce or reverse: (i) the continuing loss of or damage to high-biodiversity-value tropical forest; (ii) ongoing fragmentation of habitat; and (iii) lack of resiliency to the adverse effects of climate change.

2.4 Immediate and Development Objectives of the Project

22. The objective and the intended outcomes (components) of the project are described in the strategic results framework (Table 1).[4]

23. The stated project **objective** of the Sabah MFL project is the ***institutionalization of a multiple-use forest landscape planning and management model*** which brings the management of critical protected areas and connecting landscapes located in the Yayasan Sabah (YS; Sabah Foundation)[5] Sustainable Forest Management License Agreement (SFMLA) area under a common and integrated management umbrella strategy in order to mainstream biodiversity, ecosystem functions and resilience, while enabling ongoing sustainable uses.

24. The project aims to achieve its objective through delivery of three interconnected components (outcomes):

(i) Component 1: An ***enabling environment*** for optimized, multiple use planning, financing, management and protection of forest landscapes;

(ii) Component 2: ***Demonstration*** of the multiple-use forest landscape planning and management system; and

[4] The project framework was originally articulated in the ProDoc, and subsequently underwent further review and revision during the inception phase. The TE consultants felt that the framework contains some structural anomalies and weaknesses, which make it difficult to follow. These issues are further discussed in Sections 3.1.1 and 3.1.2. In order to facilitate a clearer understanding of the framework and its component elements being discussed within this TE, some modifications have been made to the way in which it is presented in Table 3.

[5] YS holds a 100-year license to approximately one million hectares of forest concession land in Sabah; the project landscape is located within the YS forest concession area.

Table 1. Sabah MFL Project Framework[6]

Objectives & outcomes	Indicators	Targets	Outputs
Objective: To institutionalize a multiple-use forest landscape planning & management model which brings the management of critical PA and connecting landscapes under a common management umbrella, implementation of which is sustainably funded by revenues generated within the area	**Objective indicator 1**. Conservation of globally and nationally significant biodiversity	**Objective target 1.1.** Genetic, species and ecosystem diversity conserved in approximately 261,000 ha of Kalabakan-Guung Rara Forest Researves, within sustainably-managed forest landscape of 393,544 ha including adjacent protected areas. **Objective target 1.2.** By end of project, at least 145,000 ha of project landscape established and effectively managed as new Class I Protected Forest **Objective target 1.3.** Elephants 1.0-1.5/km^2, Orang Utan 2.0-3.5ind/km^2, Sun Bear >2.0Ind/km^2, Clouded leopard>2ind/km^2 **Objective target 1.4.** The project seeks as an overarching target to avoid and minimise impacts on biodiversity, including through plantation development and plans to achieve NNL of biodiversity within the Project area. While on-site mitigation is a strong preference, if this proves unattainable, NNL of biodiversity should be achieved through offsite compensation, e.g. via the conservation of forests neighbouring the Project site. **Objective target 1.5.** No decrease in primary forest areas	
	Objective indicator 2. Level of functionality of biodiversity friendly, multiple use forest management systems in Sabah	**Objective target 2.1.** Project landscape being managed in a manner that demonstrate the technical, economic and financial feasibility of the new management approach **Objective target 2.2.** An enabling policy and regulatory environment ready to facilitate expansion/replication of the model (i) to other forest landscapes in Sabah and (ii) to other PA sub-systems in Sabah **Objective target 2.3.** The SFD and YS have enhanced capacities and experience with the model needed to enable its maintenance and replication. **Objective target 2.4.** End of project target (30% over baseline in terms of A. Enabling Environment, B. Leadership, C. Knowledge, D. Accountability with an Overall mean score of 90).	
	Objective indicator 3. SFD investment in Class 1 forest reserve planning & management	**Objective target 3.1**. By end of Y5, the SFD investment in Class 1 forest is at least 25% more than the baseline	

[6] (with objective, outcomes, indicators, targets, and outputs)

Objectives & outcomes	Indicators	Targets	Outputs
Outcome 1: An enabling environment for optimized multiple use planning, financing, management and protection of forest landscape	**Indicator 1.1**: State-level system for ensuring no net loss (NNL) of biodiversity from existing forest landscapes	**Target 1.1.1** Pilot implementation of NNL (component 2) within project landscape provides initial practical lessons for drafting state-level policy **Target 1.1.2** State level policy and regulation on NNL drafted in Y2 **Target 1.1.3** State-level NNL regulation in place by end of year 5 (Y5)	**Output 1.1** New State-level policies and regulations for incorporating biodiversity and ecological function conservation objectives into the integrated planning and management of forest protected areas and surrounding or connecting landscapes
	Indicator 1.2: State-level policies and regulations for generating revenues from innovative financing mechanisms and re-investing into PA and sustainable multiple-use forest landscape planning and management	**Target 1.2.1** By end of Y5, new state-level policies and regulations in place for generating and reinvesting revenues from innovative financing mechanisms	**Output 1.2** New state-level policies and regulations for generating and disbursing revenues at landscape level from innovative financing mechanisms
	Indicator 1.3: Capacities of staff within relevant state level Government departments (NROS, SEPU, SFD, YS, SBC, SWD, DID, EPD) to design, implement and manage / oversee biodiversity friendly multiple use, landscape level forest management and sustainable financing schemes, and to monitor ecosystem service markets	**Target 1.3.1** A 30% increase in multiple-use, landscape-level forestry, forest conservation and financial management capacities of SFD, NROS, SEPU, YS, DID, EPD, SWD, and SaBC	**Output 1.3** Enhanced capacities of staff at institutional levels to design, implement and manage/oversee multiple-use, landscape level forest management and sustainable financing schemes, including enhanced capacities to monitor ecosystem service markets
	Indicator 1.4: Improved law enforcement effectiveness[7]	**Target 1.4.1** Increase in the ratio of number of fines collected relative to law enforcement effort[4]	
	Indicator 1.5: Systems for compliance, monitoring and enforcement of multiple use forest regulations.	**Target 1.5.1** By end of project, a revised and updated set of policies and guidelines for compliance monitoring and enforcement within a multiple use context that includes innovative revenue generating instruments	**Output 1.4** Enhanced cost-effective systems for compliance monitoring (i.e. third-party auditing related to NNL/NG, RIL, SFMLA condition including FMP & TLAS) and enforcement of multiple-use forest regulations.
	Indicator 1.6: State and national	**Target 1.6.1** By end of Y3, policy and guidelines specific to	**Output 1.5** State and national

[7] Reflects new indicator and target, revision from ProDoc version of project framework, made during inception period.

Objectives & outcomes	Indicators	Targets	Outputs
	guidelines and operational policies for multiple-use forest landscape planning, management and conservation	multiple-use forest landscape established	guidelines and operational policies for multiple-use forest landscape planning, management and conservation that build on the lessons learned from work at the target landscapes
Outcome 2: Multiple-use forest landscape planning and management system demonstrated at pilot site	**Indicator 2.1**: Development of multiple-use forest landscape planning, management and conservation systems within project demonstration area	**Target 2.1.1** By end of Y1, all existing management plans (to become sub-plans within new landscape framework) covering portions of the landscape have been collected and analyzed and priority gaps identified **Target 2.1.2** By end of Y2, biodiversity overlay completed **Target 2.1.3** By end of year 2, economic model selected and tested—annual refinement required **Target 2.1.4** By end of Y3, landscape-level management plan completed	**Output 2.1.** Economic model to assess combinations of conservation investments and regulatory approaches to maximize net revenues from the demonstration landscape while ensuring No Net Loss of biodiversity
	Indicator 2.2: Implementation of landscape level management plan	**Target 2.2.1** New PAs established (ecological corridors, watershed, salt lick) by end of year 3 **Target 2.2.2** Sustainable-use management system based on sustainable off-take, no net loss, monitoring and enforcement (especially of hunting)	**Output 2.2.** Landscape-level management plan designed to achieve NNL of biodiversity together with sustainable and equitable financial returns and economic benefits
	Indicator 2.3: Habitat conserved and degradation reduced under landscape-level management plan	**Target 2.3.1** See above objective level target. At a minimum, a large majority of the biodiversity losses expected under current scenario #2 will be avoided, mitigated and/or offset within the landscape	**Output 2.3.** Implementation of conservation and sustainable use management actions and system within pilot landscape, based initially on TWG recommendations and later on accepted landscape-level plan developed under previous output
Outcome 3: Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site	**Indicator 3.1:** Use of innovative revenue mechanisms for revenue generating conservation	**Target 3.1.1** By end of project, three revenue generating mechanisms, including REDD+/carbon, biodiversity offsets and PES, have been designed and piloted, with total annual revenues projected to reach at least 50% of optimal management costs within five years following project completion.	**Output 3.1.** Environmental economic and financial analyses of actual and potential land use scenarios incorporating estimates of landscape level total economic value, including ecosystem services, conservation and other values
			Output 3.2.

Objectives & outcomes	Indicators	Targets	Outputs
			Pilot implementation of revenue generating mechanisms
	Indicator 3.2: Management budgets, as % of optimal management costs	**Target 3.2.1:** Annual revenues available for sustainable multiple use management and conservation equivalent to 80% of estimated optimal landscape level management costs on upward trend.	**Output 3.3.** Detailed operating and financial agreements between SFD and private sector and other partners
	Indicator 3.3: An effective financial/ accounting system for fund management and disbursement	**Target 3.3.1:** Adaptive system in place by Y2	**Output 3.4.** Financial accounting and monitoring of agreements
		Target 3.3.2 Transparent mechanism that allows stakeholders to track revenue generated from proposed multiple-use activities in project site and the amount of each that is channelled back for conservation.	**Output 3.5.** Tested and operational systems for allocation and re-injection of revenues into PAs and landscape level management
			Output 3.6. Tested and operational financial systems for benefit-sharing
			Output 3.7. Adaptive financial management, including shifting balance of desired uses based on changes in ecosystem markets

(iii) *Component 3:* ***Sustainable financing*** of protected areas and associated forest landscape areas at the pilot site.

25. The project has received grant funding from the Global Environment Facility (GEF) of USD 4.4 million and co-financing of USD 19.5 million. It has the United Nations Development Programme (UNDP) as the designated GEF Agency and is being implemented through the Sabah Forestry Department (SFD).

26. The activities that were conducted during the implementation of the project were designed and intended to accomplish the following:

- contributing to the improved management of multiple-use forest landscapes within the project area, to benefit biodiversity;
- bringing about, strengthening or increasing the area of protection of lands within the multiple-use landscape, which have recognized ecological value (HCV forests, wetlands, etc.) or are utilized as habitat by vulnerable species of wildlife or other flora and fauna;
- putting in place mechanisms (physical, institutional, legal) which help to reduce fragmentation, and re-establish habitat connectivity (e.g., through wildlife corridors) between important habitats (i.e., Maliau Basin Conservation Area, Danum Valley Conservation Area, Imbak Canyon Conservation Area)
- contributing towards the restoration of degraded forest, agricultural, or multiple-use lands within the project area;
- promoting the adoption of national or international certification standards (e.g., Forest Stewardship Council [FSC]; Malaysia Timber Certification Scheme [MTCS]; Roundtable for Sustainable Palm Oil [RSPO]; Malaysia Sustainable Palm Oil [MSPO]) within the project landscape;
- advancing the aspirations, objectives and priorities at the local, state, national or regional levels, for biodiversity conservation, e.g., through the Sabah Biodiversity Strategy 2012 – 2020; and
- effectively mainstreaming biodiversity into Sabah State-level development plans, policies, and legal instruments.

27. It was these targets which formed the basis for the evaluation questions and evaluation matrix that were prepared by the TE team, at the start of the TE. The evaluation questions and matrix are presented in Annex F.

2.5 Baseline Indicators Established

28. The ProDoc presents baseline levels for all indicators in the project framework. To the extent possible, these are objectively verifiable and quantifiable indicators, and include such parameters as:

- Wildlife populations of key indicator species, including orang-utan, elephant, sun bear, and clouded leopard;
- Natural capital as reflected in the remaining area (in hectares) of primary and secondary forest;
- Human management capacity, as measured by capacity scorecard scores;
- Investments (in Malaysian ringgit) made for planning and management of Class 1 protected forest;
- Staffing to undertake law enforcement; and
- Existence or lack of relevant laws, policies and guidelines.

2.6 Main Stakeholders

29. The ProDoc includes a Stakeholder Analysis, which identifies the principal parties involved in, and having had responsibility for, implementation of various project activities. Chief among these is

SFD, which serves as the main agency responsible for developing and managing the implementation of the project. In line with its commitment to GEF as the Operational Focal Point in Malaysia, the national agency responsible for overall project governance, administrative and technical advice, is the Ministry of Water, Land and Natural Resources (KATS; [8] formerly Ministry of Natural Resources and Environment [NRE]). At the state level, the State (of Sabah) Economic Planning Unit (SEPU) was responsible for advising on governing policy matters, regulations, procedures and budgetary matters in the facilitation and delivery of the project. Yayasan Sabah (YS; the Sabah Foundation) was responsible for implementing project activities at the site level with guidance from SFD. The major categories of stakeholders, their roles and responsibilities and their involvement in the Project, as originally presented in the ProDoc, are summarized in Table 2.

Table 2. Key Stakeholders, Their Roles and Responsibilities and Involvement in the Project

Stakeholder	Roles and Responsibilities	Involvement in the Project
Ministry of Natural Resources and Environment (NRE; now KATS)	This Ministry is responsible for the management of natural resources and environment in Malaysia. They are empowered to legislate policy and law on natural resource and environment management through nine Departments under their jurisdiction. They also monitor the implementation of these policy instruments to ensure effectiveness in application.	NRE will be represented in the Project Board (PB) as one of the Senior Suppliers, and will provide guidance on project coordination and management in line with national policies and objectives
Natural Resource Office (NRO), Sabah	NRO is under the Chief Minister Department of Sabah overseeing the planning of natural resources (Land, Forestry, Mining, Water) and development. It is headed by a Natural Resource Secretary	NRO will be the Executive Chair of the PB in facilitating and ensuring that the project activities are achieved as planned.
State Economic Planning Unit (SEPU)	SEPU is under the Chief Minister Department of Sabah, and is responsible for the planning and coordination of all State's Development Programme	SEPU will act as the extension arm of MNRE in monitoring and coordinating the implementation of the project activities.
Ministry of Finance, Sabah (MoFS)	The Ministry of Finance manages the state revenues, expenditures and funds in ensuring a healthy financial reserve.	MoFS will provide advice on financial management of the project.
Ministry of Rural and Entrepreneurial Development, Sabah (MRED)	MRED is responsible for the improvement of the standard and quality of life in the rural. Its mission is to ascertain that rural development programs are planned and implemented efficiently and effectively.	MRED will be a partner of the project, and will provide technical advice on aspects of community developments in line with national/state planned rural development programs.
Ministry of Tourism and Environment Science and Technology, Sabah (MTEST)	MTEST is in-charge of State's tourism development and environmental management. This Ministry is also in-charge of the Sabah Wildlife Department (SWD) and the State Tourism Board.	MTEST will be a partner of the Project in providing policy advice on tourism and environmental management as well as identifying opportunities for ecotourism development.
Sabah Forestry Department (SFD)	SFD is the central agency responsible for forestry in Sabah.	SFD is the Senior Supplier in the PB being the proponent and implementing agency for the Project. They will be responsible for managing the Project. SFD will be act as the executive secretary to the PB.
Sabah Biodiversity Centre (SaBC)	The central agency responsible for overall biodiversity protection and safety in Sabah.	SBC will be represented in the PB to provide policy and technical advice on biodiversity developments.
Sabah Wildlife Department (SWD)	SWD is responsible for the implementation of the Sabah Wildlife Conservation Enactment, 1997. The Department also implements the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) as well as contribute to the implementation of the International Convention of	SWD will provide support in terms of technical inputs on aspects of wildlife conservation and management within the project landscape.

[8] Kementerian Air, Tanah dan Sumber Asli.

Stakeholder	Roles and Responsibilities	Involvement in the Project
	Biological Diversity (CBD) and a number of other international, regional and bilateral agreements.	
Environment Protection Department (EPD)	EPD is a regulatory body that advises the State Government on aspects of environmental management in Sabah. It also monitors environmental impacts on all land developments including forestry.	EPD will be an important partner in providing technical advice on aspects of environment policy development, process and implementation.
Department of Irrigation and Drainage (DID)	This Department is responsible for the planning of irrigation infrastructures in agricultural land development. DID's role also covers the development and management of the state's water resources under the Water Resources Enactment 1988	DID will be represented in the PB whose role will be to provide technical advice/support on water resource planning and development, in particular, PES within the project landscape.
District Forest Offices of Kalabakan	They have jurisdictions in areas where the project is located. They have existing mandates to sustainably manage their resources and promote biodiversity conservation.	They will take part in the management of multiple-use forest landscape management under their jurisdiction.
UNDP Malaysia	UNDP will be the implementing agency of the GEF and facilitates the development, review and submission of projects for GEF financing. It also monitors the implementation of the UNDP Country Program. It also catalyzes the support of other donors in fulfilling the government responsibilities under the CBD and in implementation of GEF projects	The UNDP Country Office (UNDP-CO) is responsible for the successful management and delivery of programme outcomes and monitoring of interdependencies between projects and managing changes within and among projects. They will be represented in the PB as one of the members of the Senior Suppliers.
Sabah Foundation/Yayasan Sabah (YS)	YS is a statutory body and holds a 100-year long term licence to one million hectares of forest concession in Sabah. The proposed project landscape is located within the YS forest concession.	YS is one of the senior suppliers of the PB.
National NGO such as the World Wildlife Fund – Malaysia (WWF)	WWF-Malaysia has an MoU (2010-2015) with the project proponent (SFD) to obtain credible certification for FMU23, 24 and 26 within the project landscape. They are active partner in advocacy for strengthening forest management and financing through REDD.	This NGO will be an implementing partners of the Project in the sites in view their interest in providing co-financing to the Project. A representative of WWF will be selected to be a member of the PB.
Local NGOs Kinabatangan Orang Utan Conservation Programme (HUTAN), Land Empowerment and Animals People (LEAP), Borneo Conservation Trust (BCT), Partners of Community Organizations (PACOS)	Local-based NGOs have established on-going partnerships with various State agencies and/or international organizations in implementing conservation efforts in Sabah. They contribute through scientific studies, capacity building initiatives and resource support	LEAP and HUTAN are part of the expert group of the project while PACOS is involved through the engagement of the Babagon community through the PES project.

Source: ProDoc.

2.7 Expected Results

30. Support for the project from GEF and other cofinancing sources, above and beyond the support being provided through regular baseline resources, is predicated on "incremental reasoning." Accordingly, through implementation of the activities which have been incorporated into the project framework, it is expected that incremental environmental benefits would be realized at the local, national, and global level.

31. Under the scenario which the project has embraced, the expected outcome would be that innovative, conservation-oriented land uses would be encouraged and rationalized through a process of multiple-use forest landscape planning and management.

32. The three conservation areas surrounding the project landscape (Maliau Basin, Danum Valley, and Imbak Canyon Conservation Areas) have already been mentioned. At its start-up, the project landscape contained small areas of protected forests or conservation areas, leaving the three PAs isolated. The expected benefits of connecting the three conservation areas are clear, since connected habitats are more effective for providing necessary ecological functions for the survivorship of species that rely upon them. By providing crucial connectivity to the three conservation areas, maintenance of biodiversity resources would be significantly improved.

33. The possibility of increasing revenues through innovative financing mechanisms generated from standing forests would reduce the revenue gap between forest conversion and conservation, thus increasing the financial feasibility to the SFD and Sabah State of conserving large areas of globally-significant forest landscapes. A revised revenue generation and allocation model would help to ensure the long-term financial and ecological sustainability of the area's PAs, and habitat and biodiversity within the landscape would be better conserved. PA ecological sustainability would be enhanced though increased resilience associated with strengthened connectivity and reduced risk of forest fires. The management effectiveness of PAs would be improved. Project efforts would be expected to lead to increased viability within the project landscape of globally threatened species such as orang-utan, proboscis monkey, sun bear, pygmy elephant, and others.

34. Given the biodiversity significance of the lowland dipterocarp forests in the project area; their functioning as carbon sinks; and their role in water provisioning; it is expected that significant global environmental benefits (GEBs) will also derive from successful implementation of the project, both directly, and indirectly through potential replication and scaling-up.

35. Going beyond the intrinsic benefits described above, a multitude of expected demonstration effects could leverage project benefits so that they have wider impact. These include:

- Opportunities to scale-up and multiply the connectivity impact of the project;
- Possibility to disseminate and adopt financial and management models developed under the project in other parts of Sabah, and potentially, expanding these across international borders to other areas within the Heart of Borneo;
- Prospects for learning replication—professional staff involved in the project could share knowledge with other practitioners, both within Sabah and across the regions;
- Potential for the project to influence policy-making and to strengthen biodiversity mainstreaming.[9]

3 FINDINGS

36. This section provides the detailed descriptions of the results of the investigations undertaken by the TE team. As required by the GEF/UNDP *Guidance* document, the findings are based on factual evidence, which has been gathered through the processes of document review, site visits, and interviews with key stakeholders. Review of the key evaluation criteria—*relevance, effectiveness, efficiency, sustainability,* and *impact*—is at the core of the evaluation. Separate subsections are included here to present findings specific to each of these criteria.

37. In addition, as prescribed in the GEF/UNDP *Guidance*, ratings have been assigned for specific elements of the TE. The ratings have been compiled in a table at the beginning of this document (refer to Table ES-2),[10] and are further elaborated in the relevant subsections which follow.

[9] The project, through several actions, (e.g., certification schemes for conservation, forestry and oil palm; and PES financing), is helping to put Sabah on an aspirational trajectory moving toward green economy and sustainable growth policies. Sabah's allocation of RM 57.65 million to the environment in its 2019 State Budget has demonstrated a stronger emphasis on conservation. Additionally, the State is adopting green practices as part of its development plan. Tongod and Nabawan districts will be made into a green local authority area as part of the efforts to conserve forests in both areas

[10] The relevant sections of the report, where more detailed discussion of evaluation criteria is presented, are cross-referenced in Table ES-2.

3.1 Project Design / Formulation

3.1.1 Results Framework:[11] Objective, Outcomes, and Outputs

38. The original project results framework was presented in the ProDoc. In general, the evaluators found the SRF to be logical and sufficiently robust, with realistic mitigation strategies incorporated. The timeframe for achieving the stated project objective and outcomes appeared to be feasible. However, significant delays encountered at the start of the project necessitated extension of the project timeframe.

39. In the ProDoc, five other past or ongoing projects that could provide lessons to inform the design of the project were evaluated. Specifically, this assessment was aimed at determining which of these five could provide the most suitable model for the development of a landscape management framework for the Sabah MFL project. This aspect is further discussed in Section 3.1.4, below (Lessons from Other Relevant Projects).

40. During the inception phase of the project, the results framework was subject to review, and some modifications were made at that time. It is critical that such review of the logframe (and revision, if needed) is conducted during the inception phase. The main reason for this is to take into account any exogenous changes which may have occurred that could affect the project (whether these changes be of an environmental, political, institutional, or legal nature), during the interval between project design and project start-up. For projects having a long lag time between design and start-up (e.g., such as the current project), such review is all the more critical. Taking into account changes which may have occurred, and making necessary course corrections by adjusting the logframe, is a clear example of applying an "adaptive management" approach in the implementation of the project. This approach is encouraged by GEF, since it is reasoned that having a more flexible, adaptive approach enables recalibrations to be made which may be needed to keep the project on-track toward optimizing its performance and achieving its intended objectives. Modification or redefining of project outputs, indicators, risks and assumptions is generally allowed. However, modifications at a higher level (outcomes) are strongly discouraged, and alteration at the highest level (objective) is not permitted. Adaptive management of the project is further evaluated and discussed in Section 3.2.3, below.

41. For the Sabah MFL project, several modifications in the project design were made at the output level during the inception phase. Table 3 shows the changes that were made to the project outputs.

42. While the revision of the SRF to accommodate needed changes is regarded as a positive development, the TE consultant team considered that these changes also led to some critical problems. For example:

- A number of changes were made to outputs in the framework. However, no corresponding revisions in indicators or targets[12] were developed to set goals specific to the new outputs; also, a number of targets and indicators seem to be mismatched for the outputs that they correspond with in the framework, and appear to be more correctly matched with other outputs.
- In the Inception Report, changes to outputs discussed on pages 25 to 42 were not reflected under Section 4.5 on Project Framework and Budget (e.g. see Outputs 1.4 and 2.1).
- While changes were made to the framework during the inception period, and reported in the Inception Report, there was no final version of the SRF adopted as the "official" framework for the project.

[11] In the work involved in project design and formulation, it is understood that the terms "results framework," "logical framework analysis" (LFA), "design and monitoring framework" (DMF), results framework," "strategic results framework" (SRF), "objectives-oriented project planning" (ZOPP), and "logframe" are synonymous. Many of these terms are found in this document, and are used interchangeably.

[12] Because of their linkages with outputs, consideration of indicators and targets is introduced here, but further detailed discussion is continued in the next section, 3.1.2.

Table 3. Changes to Outputs (Inception Report vs. Project Document)

Original Outputs (Project Document)	Revised Outputs (Inception Report)
Outcome 1: An enabling environment for optimized multiple use planning, financing, management and protection of forest landscape	
Output 1.1 New State-level policies and regulations for incorporating biodiversity and ecological function conservation objectives into the integrated planning and management of forest protected areas and surrounding or connecting landscapes	No change
Output 1.2 New state-level policies and regulations for generating and disbursing revenues at landscape level from innovative financing mechanisms	No change
Output 1.3 Enhanced capacities of staff at institutional levels to design, implement and manage/oversee multiple-use, landscape level forest management and sustainable financing schemes, including enhanced capacities to monitor ecosystem service markets	No change
Output 1.4 Enhanced cost-effective systems for compliance monitoring and enforcement of multiple-use forest regulations	**Output 1.4 Enhanced cost-effective systems for compliance monitoring (i.e. third-party auditing related to NNL/NG, RIL, SFMLA condition including FMP & TLAS) and enforcement of multiple-use forest regulations.**
Output 1.5 State and national guidelines and operational policies for multiple-use forest landscape planning, management and conservation that build on the lessons learned from work at the target landscapes	No change
Outcome 2: Multiple-use forest landscape planning and management system demonstrated at pilot site	
Output 2.1 Biodiversity overlays of the demonstration forest landscape	No change
Output 2.2 Economic model to determine optimal mix of production and conservation land uses to maximize sustainable revenues from the demonstration landscape	**Output 2.2 Economic model to assess combinations of conservation investments and regulatory approaches to maximize net revenues from the demonstration landscape while ensuring No Net Loss of biodiversity**
Output 2.3. Landscape-level management plan based on optimal combination of land uses including PAs and sustainable production	**Output 2.3 Landscape-level management plan designed to achieve NNL of biodiversity together with sustainable and equitable financial returns and economic benefits**
Output 2.4. Pilot implementation of landscape-level management plan, including new PA establishment and implementation of sustainable use management system based on sustainable off-take, monitoring and enforcement	**Output 2.4 Implementation of conservation and sustainable use management actions and system within pilot landscape, based initially on TWG recommendations and later on accepted landscape-level plan developed under previous output**
Output 2.5. Adaptive forest landscape management in the context of economic drivers and biodiversity threats through periodic assessments and revisions of landscape management plans	No change
Outcome 3: Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site	
Output 3.1. Environmental economic and	No change

Original Outputs (Project Document)	Revised Outputs (Inception Report)
financial analyses of actual and potential land use scenarios incorporating estimates of landscape level total economic value, including ecosystem services, conservation and other values	
Output 3.2. Detailed assessment and pilot implementation of revenue generating mechanisms	No change
Output 3.3. Detailed operating and financial agreements between SFD and private sector and other partners	No change
Output 3.4. Financial accounting and monitoring of agreements	No change
Output 3.5. Tested and operational systems for allocation and re-injection of revenues into PAs and landscape level management	No change
Output 3.6. Tested and operational financial systems for benefit-sharing	No change
Output 3.7. Adaptive financial management, including shifting balance of desired uses based on changes in ecosystem markets	No change

43. Furthermore, there were a few fundamental design weaknesses which were not corrected at inception and which persisted throughout the formulation of the project.

44. One of these was vagueness in the statement of the project objective:

> *"…a multiple-use forest landscape planning and management **model** which brings the management of critical PA and connecting landscapes under a common management **umbrella**…"*

45. This weakness is also found in the statement describing Component 2:

> *"Multiple-use forest landscape planning and management **system** demonstrated at pilot site."*

46. Specifically, it is important that there is clear understanding of the terminology employed in these statements. To what sort of ***model*** does the objective refer? And what is meant by a ***"***common management ***umbrella"***? Similarly, in the outcome statement for Component 2, what comprises a management ***system***? Are these legal, institutional, organizational, or policy features, or a combination of those? The somewhat vague nature of the objective and component statements also affects how the project outputs are interpreted.

47. Another element of the framework which is considered to be a weakness, was the failure to include the outputs within the framework matrix itself. While outputs are presented in the text of the ProDoc, they are not included in the structural presentation in the matrix.

48. The purpose of the SRF is to set down, in a very logical format, the primary goal and objective of the project, and to describe, within a hierarchical structure, the actions that will be needed to achieve them. Thus it is intended that the SRF will serve as a roadmap to guide the execution of project actions during implementation. The framework also is an essential tool for monitoring and evaluation, since it defines the indicators and targets which provide evidence that project activities are achieving their intended purposes.

49. The problems enumerated above introduced weaknesses in the logframe, which made it more difficult to use it as a roadmap. The inconsistencies in indicators and targets (and in some cases, absence of relevant indicators) meant that it was also more difficult to use the framework for M&E. The fact that ouptuts were not presented within the logframe matrix, makes it much more difficult to correlate outcomes, outputs, indicators, and targets.

50. In summary, the project design was, in general, well-conceived, but with some weaknesses that could have affected its usefulness as a tool for project management and M&E. In Section 4.2, this report presents a recommendation about a simple tool that can ensure that the SRF is used more effectively as a roadmap for other projects in the future.

51. One final aspect of the project design, which caught the attention of the evaluators, was the heavy budget allocation assigned for research activities; this appears to have been allowed under GEF's "targeted research modality."[13] Targeted research is goal-oriented research that supports the GEF operational strategy by providing information, knowledge and tools that improve the quality and the effectiveness of the development and implementation of GEF projects and programs. For the Sabah MFL project, targeted research activities provided a basis for gathering essential information which could be used for decision-making in the process of developing a sustainable planning and management system for multiple-use forest lands in the project area.

52. In addition to the intended benefits expected from conducting targeted research, other reasons why such strong emphasis was placed on research activities, may have been the following:

- No communities are located in the project area, thus effectively eliminating opportunities for including a sustainable livelihood element in the project;
- The PAs, too, are not within the project area (albeit, adjacent to it)—thus investment in PA management was not part of the project design (although linkage to the PAs was a significant feature of the project);
- No habitat restoration is included as a part of the project design.

53. The above-mentioned considerations, and the unique character of the project landscape, thus dictated the nature of the work to be carried out, with less scope for on-the-ground activities than typically found in "conventional" biodiversity conservation projects. This then resulted in selection of targeted research as a good option for effecting meaningful change in the management of this important multiple-use forest area.

54. Budgetary aspects related to the research activities, and discussion concerning the effectiveness with which these activities were implemented, are presented in other relevant sections of this report.

55. The project design, per se, is not subject to a rating. However, the relative success in achieving the project outcomes is given a rating, and the criteria of relevance, effectiveness and efficiency are also given separate ratings. These aspects are discussed in Sections 3.3.1, 3.3.2, 3.3.3, and 3.3.4, respectively.

3.1.2 Indicators and Targets

56. Indicators (referred to more specifically in the SRF as objectively verifiable indicators (OVIs) are developed and incorporated into the project framework in order to provide a yardstick against which project performance can be measured. Accompanying the indicators in the ProDoc are targets, which are more specific, quantifiable intended end-points to be achieved through implementation of project activities. Baseline conditions are also defined, so that the progress made toward reaching the defined targets can be measured and quantified.

57. . A comparison of targets from the ProDoc to inception phase is presented in Table 4. The evaluators found that in general, the changes which were made to the targets were reasonable, adaptive, and necessary in light of changing conditions during the period leading up to project start-up.

[13] The justification for designing the project according to the targeted research modality was brought to the attention of the TE consultants by the former UNDP Regional Technical Advisors. However, in a review of GEF targeted research projects (GEF. 2012. Research within the GEF: proposals for revising the targeted research modality. Summary of reviews undertaken by STAP. GEF/STAP/C.43/Inf.02. October 15 ,2012 GEF Council meeting, November 13 – 15, 2012, Washington, D.C.). the Sabah MFL project is not included in this review, suggesting that, at least on a formal basis, it may not have received funding under this modality.

58. However, as mentioned in Section 3.1.1, above, some weaknesses were also introduced through the revision process undertaken during the Inception phase. For example, during inception, a new indicator (for 'Improved law enforcement effectiveness'), was included, but this indicator was an "orphan" which was not linked to any project outputs.

59. For the Sabah MFL project, the indicators employed in the project design were generally found to be reasonable and logical. To provide a more rigorous analysis, GEF recommends that the indicators be assessed according to "SMART" criteria, i.e., in order to determine whether they are ***S***pecific, ***M***easurable, ***A***chievable, ***R***elevant, and ***T***ime-bound. A SMART analysis of the indicators is presented in Table 5. It needs to be mentioned here, that the table also takes into account the targets which underly each of the indicators. This was done to accommodate the more specific statements which are made in the targets, as compared to the indicators. This led to a more favorable (and, we believe) a more accurate assessment of the specificity of the targets/indicators.

60. From the Table, it can be seen that at least some of the required SMART characteristics are missing for many of the indicators. The characteristics where the indicators often fell short were in their specificity (even taking into account the targets as well), and their time-bound nature. On the other hand, all the indicators were found to be relevant. Most of the indicators were found to be measurable and attainable. Overall, it was regarded that the indicators conformed to the SMART criteria, to an acceptable degree.

3.1.3 Assumptions and Risks

61. Information for risks and assumptions including their status at the TE stage is presented in Table 6.[14] Risks and assumptions that were considered during project design were well articulated in two sections of the ProDoc: (i) in the Strategic Results Framework (SRF), which presents assumptions in relation to project objectives and components; and (ii) in Section 2.5 on Key Indicators, Risks and Assumptions, which highlights associated risk mitigation strategies. The risks and assumptions were updated and revised at the SRF workshop held on 4 October 2013, and were reported in the annual PIRs.[15]

62. A new risk, on political pressure and interference (Risk No. 2 in Table 6), was identified during inception. This risk is linked to two associated assumptions made at the project objective level of the SRF. These assumptions are that (i) Entrenched interests associated with 'business-as-usual' do not slow the expansion of the new approach; and (ii) the site-level deforestation/degradation process does not affect other areas under YS or SFD management

63. During the course of the interview process of the TE, an informal survey was made regarding stakeholders' views of the risk rating on political pressure and interference at the end of the project period. The majority of the respondents viewed political intervention to be medium (lower when the project started), while a handful of respondents thought that the political risk is low to medium.

64. The TE views that the rating of the risk relating to lack of capacity (Risk No. 6 in Table 6; rated "low" at ProDoc and Inception stages) should have been rated as "high" so that more attention could be given to mitigate this risk, during both project design and implementation. The TE has found that inadequate attention to capacity-building and knowledge sharing, particularly related to the uptake of research findings, was a significant weakness in the project.

[14] In the Table, the assessment of risks by TE team is shown under the right-hand "TE" column; this assessment was based largely on results of an informal survey of responses from interviewees during the consultation process.
[15] Except the 2018 PIR.

Table 4. Changes to Targets (Project Document versus Inception Report)

Note: Changes reflected in **bold.**

Indicators	Original Targets (Project Document)	Revised Targets (Inception Report)
Objective Indicator 1. Conservation of globally and nationally significant biodiversity within project landscape	**1.1.** Genetic, species and ecosystem diversity conserved in approximately 261,000 ha. of the Kalabakan-Gunung Rara area, within a sustainably-managed forest landscape of 393,544 ha, including adjacent protected areas	**Obj target 1.1.** Genetic, species and ecosystem diversity conserved in approximately 261,000 ha. of the Kalabakan-Gunung Rara **Forest Reserves**, within a sustainably-managed forest landscape of 393,544 ha, including adjacent protected areas
	1.2. By end of project, at least 50,000 ha of project landscape established as new Class I Protected Forest	**1.2.** By end of project, at least **145,000 ha** of project landscape established **and effectively managed** as new Class I Protected Forest
	1.3. Category Ind/km2 A. Elephants 1.0-1.5 B. Organg utan 2.0-3.5 C. Sun Bear >2.0 D. Clouded Leopard >2.0	No change
	1.4.1. No net loss in levels of biodiversity and other ecosystem functions, i.e. full maintenance of natural capital within project landscape over project period, with plan in place for continued maintenance **1.4.2.** No decrease in primary forest areas **1.4.3.** A 30% increase annual increase in the budget allocation for Class I Protected Forest Reserves	**1.4.1 The project seeks as an over-arching target to avoid and minimise impacts on biodiversity, including through plantation development and plans to achieve NNL of biodiversity within the Project area. While on-site mitigation is a strong preference, if this proves unattainable, NNL of biodiversity should be achieved through offsite compensation, e.g. via the conservation of forests neighbouring the Project site.** **1.4.2. No decrease in primary forest areas**
	1.5 Project landscape is being managed in a manner that demonstrates the technical, economic and financial feasibility of the new management approach	No change
	1.6 An enabling policy and regulatory environment ready to facilitate expansion / replication of the model (i) to other forest landscapes in Sabah that include (or will include) protected forest reserves, and (ii) to other PA sub-systems in Sabah.	No change
Objective Indicator 2: Level of functionality of biodiversity friendly, multiple use forest management systems in Sabah	**2.1.1.** The Sabah Forestry Department and Yayasan Sabah have enhanced capacities and experience with the model needed to enable its maintenance and replication **2.1.2**. End of Project target (30% over baseline) on Enabling Environment, Leadership, Knowledge, Accountability and Overall Score	No change
Objective Indicator 3: SFD investment in Class 1 forest reserve planning and	**3.1** By end of Y5, the Sabah Forest Department investment in Class 1 forest is at least 25% more than the baseline	No change

Indicators	Original Targets (Project Document)	Revised Targets (Inception Report)
management		
Component 1. **1.1** State-level system for ensuring no net loss (NNL) of biodiversity from existing forest landscapes	**1.1.1** By end of Y2, state-level policies and regulations support NNL finalised. **1.1.2** State-level NNL system in place by end of Y6.	**Pilot implementation of NNL (component 2) within project landscape provides initial practical lessons for drafting state-level policy** **State level policy and regulation on NNL drafted in Y2** **State-level NNL regulation in place by end of year 5 (Y5)**
1.2 State-level policies and regulations for generating revenues from innovative financing mechanisms and re-investing into PA and sustainable multiple-use forest landscape planning and management	**1.2** By end of Y5, new state-level policies and regulations in place for generating and reinvesting revenues from innovative financing mechanisms	**No change**
1.3 Capacities of staff within relevant state level Government departments (NROS, SEPU, SFD, YS, SBC, SWD, DID, EPD) to design, implement and manage / oversee biodiversity friendly multiple use, landscape level forest management and sustainable financing schemes, and to monitor ecosystem service markets	**1.3** A 30% increase in multiple-use, landscape-level forestry, forest conservation and financial management capacities of SFD, NROS, SEPU, YS, DID, EPD	**1.3** A 30% increase in multiple-use, landscape level forestry, forest conservation and financial management capacities of SFD, NROS, SEPU,YS, DID, EPD, **SWD, and SaBC**
1.4 Improved law enforcement effectiveness		**1.4 Increase in the ratio of number of fines collected relative to law enforcement effort**
1.5 Systems for compliance, monitoring and enforcement of multiple use forest regulations	**1.5** By end of project, a revised and updated set of regulations and guidelines for compliance monitoring and enforcement within a multiple use context that includes innovative revenue generating instruments	No change
1.6 State and national guidelines and operational policies for multiple-use forest landscape planning, management and conservation	**1.6** By end of Y3, policy and guidelines specific to multiple-use forest landscape established	No change
2.1 Development of multiple use forest landscape planning, management and conservation systems within project demonstration area	**2.1.1** By end of Y1, biodiversity overlay completed **2.1.2** By end of year 3, economic model selected and applied in landscape planning **2.1.3** By end of Y3, landscape-level management plan completed	**2.1.1 By end of Y1, all existing management plans (to become sub-plans within new landscape framework) covering portions of the landscape have been collected and analyzed and priority gaps identified** **2.1.2** By end of **Y2**, biodiversity overlay completed **2.1.3** By end of year **2**, economic model selected and

Indicators	Original Targets (Project Document)	Revised Targets (Inception Report)
		tested—annual refinement required **2.1.4** By end of Y3, landscape-level management plan completed
2.2 Implementation of landscape-level management plan	**2.2.1** New PA establishment (ecological corridors, watershed, salt lick) **2.2.2** Sustainable-use management system based on sustainable off-take, no net loss, monitoring and enforcement	**2.2.1** New PAs established (ecological corridors, watershed, salt lick) **by end of year 3** **2.2.2** Sustainable-use management system based on sustainable off-take, no net loss, monitoring and enforcement **(especially of hunting)**
2.3 Habitat conserved and degradation reduced under **landscape-level** management plan	**2.3** Land use for agricultural production at least 60% lower compared with baseline scenario	**2.3 See above objective level target. At a minimum, a large majority of the biodiversity losses expected under current scenario #2 will be avoided, mitigated and/or offset within the landscape**
3.1 Use of innovative revenue mechanisms for revenue generating conservation	**3.1.1** By end of Y2, optimal land use matrix, based on environmental economic considerations within project landscape, are determined **3.1.2** By end of project, three revenue generating mechanisms, including REDD+ / carbon, biodiversity offsets and PES, have been designed and piloted, with total annual revenues projected to reach at least 50% of optimal management costs within five years following project completion	**Original 3.1.1 cancelled.** **3.1.1** By end of project, three revenue generating mechanisms, including REDD+ / carbon, biodiversity offsets and PES, have been designed and piloted, with total annual revenues projected to reach at least 50% of optimal management costs within five years following project completion
3.2 Management budgets, as % of optimal management costs	**3.2** Annual revenues available for sustainable, multiple use management and conservation equivalent to 80% of estimated optimal landscape level management costs and on upward trend	No change
3.3 An effective financial/ accounting system for fund management and disbursement	**3.3** Adaptive system in place by Y2	**3.3.1** Adaptive system in place by Y2 **3.3.2 Transparent mechanism that allows stakeholders to track revenue generated from proposed multiple-use activities in project site and the amount of each that is chanelled back for conservation**

Table 5. Project Indicators (and Underlying Targets): Are they SMART?

Indicator	Is the Indicator: (Y = yes; N = no; ? = uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Objective: To institutionalize a multiple-use forest landscape planning and management model					
Objective Indicator 1: Conservation of globally and nationally significant biodiversity within project landscape Objective target 1.1. Genetic, species and ecosystem diversity conserved in approximately 261,000 ha of Kalabakan-Guung Rara Forest Researves, within sustainably-managed forest landscape of 393,544 ha including adjacent protected areas. Objective target 1.2. By end of project, at least 145,000 ha of project landscape established and effectively managed as new Class I Protected Forest Objective target 1.3. Elephants 1.0-1.5/km2, Orang Utan 2.0-3.5ind/km2, Sun Bear >2.0Ind/km2, Clouded leopard>2ind/km2 Objective target 1.4. The project seeks as an overarching target to avoid and minimise impacts on biodiversity, including through plantation development and plans to achieve NNL of biodiversity within the Project area. While on-site mitigation is a strong preference, if this proves unattainable, NNL of biodiversity should be achieved through offsite compensation, e.g. via the conservation of forests neighbouring the Project site. Objective target 1.5. No decrease in primary forest areas	Y	Y (mostly)	Y	Y	Y
Objective Indicator 2: Level of functionality of biodiversity-friendly, multiple-use forest management systems in Sabah Objective target 2.1. Project landscape being managed in a manner that demonstrate the technical, economic and financial feasibility of the new management approach Objective target 2.2. An enabling policy and regulatory environment ready to facilitate expansion/replication of the model (i) to other forest landscapes in Sabah and (ii) to other PA sub-systems in Sabah Objective target 2.3. The SFD and YS have enhanced capacities and experience with the model needed to enable its maintenance and replication. Objective target 2.4. End of project target (30% over baseline in terms of A. Enabling Environment, B. Leadership, C. Knowledge, D. Accountability with an Overall mean score of 90).	N (mostly)	N (mostly)	Y	Y	N (mostly)
Objective Indicator 3: SFD investment in Class 1 forest reserve planning & management Target 3.1. By end of Y5, the SFD investment in Class 1 forest is at least 25% more than the baseline	Y	Y	Y	Y	Y
Outcome 1: An enabling environment for optimized multiple use planning, financing, management and protection of forest landscape					
Indicator 1.1: State-level system for ensuring NNL of biodiversity from existing forest landscape Target 1.1.1 Pilot implementation of NNL within project landscape provides initial practical lessons for drafting state-level policy	Y	Y	N	Y	Y

Indicator	Is the Indicator: (Y = yes; N = no; ? = uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Target 1.1.2 State level policy and regulation on NNL drafted in Y2 Target 1.1.3 State-level NNL regulation in place by end of year 5 (Y5)					
Indicator 1.2: State-level policies and regulations for generating revenues & re-investing into PA and sustainable multiple-use forest landscape planning and management Target 1.2.1 By end of Y5, new state-level policies and regulations in place for generating and reinvesting revenues from innovative financing mechanisms	N	Y	Y	Y	Y
Indicator 1.3: Capacities of Govt dept's. to oversee biodiversity friendly landscape Target 1.3.1 A 30% increase in multiple-use, landscape-level forestry, forest conservation and financial management capacities of.SFD, NROS, SEPU, YS, DID, EPD, SWD, and SaBC	Y	Y	Y	Y	N
Indicator 1.4: Improved law enforcement effectiveness Target 1.4.1 Increase in the ratio of number of fines collected relative to law enforcement effort	N	Y	Y	Y	N
Indicator 1.5: Systems for compliance, monitoring and enforcement of multiple use forest regulations Target 1.5.1 By end of project, a revised and updated set of policies and guidelines for compliance monitoring and enforcement within a multiple use context that includes innovative revenue generating instruments	N	Y	Y	Y	Y
Indicator 1.6: State and national guidelines and operational policies for multiple-use forest landscape planning, management and conservation Target 1.6.1 By end of Y3, policy and guidelines specific to multiple-use forest landscape established	Y	Y	Y	Y	Y
Outcome 2: Multiple-use forest landscape planning and management system demonstrated at pilot site					
Indicator 2.1: Development of multiple-use forest landscape planning, management and conservation systems within project demonstration area Target 2.1.1 By end of Y1, all existing management plans (to become sub-plans within new landscape framework) covering portions of the landscape have been collected and analyzed and priority gaps identified Target 2.1.2 By end of Y2, biodiversity overlay completed Target 2.1.3 By end of year 2, economic model selected and tested—annual refinement required Target 2.1.4 By end of Y3, landscape-level management plan completed	Y	Y	Y	Y	Y
Indicator 2.2: Implementation of landscape level management plan Target 2.2.1 New PAs established (ecological corridors, watershed, salt lick) by end of year 3 Target 2.2.2 Sustainable-use management system based on sustainable off-take, no net loss, monitoring and enforcement (especially of hunting)	N	Y	?	Y	N (mostly)
Indicator 2.3: Habitat conserved and degradation reduced under management plan Target 2.3.1 See above objective level target. At a minimum, a large majority of the biodiversity losses expected under current scenario #2 will be avoided, mitigated and/or offset within the landscape	N	Y	Y	Y	N

Indicator	Is the Indicator: (Y = yes; N = no; ? = uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Outcome 3: Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site					
Indicator 3.1: Use of innovative revenue mechanisms for revenue generating conservation Target 3.1.1 By end of project, three revenue generating mechanisms, including REDD+/carbon, biodiversity offsets and PES, have been designed and piloted, with total annual revenues projected to reach at least 50% of optimal management costs within five years following project completion.	Y	Y	Y (mostly)	Y	N
Indicator 3.2: Management budgets, as % of optimal management costs Target 3.2.1 Annual revenues available for sustainable multiple use management and conservation equivalent to 80% of estimated optimal landscape level management costs on upward trend.	Y	Y	Y (mostly)	Y	N
Indicator 3.3: An effective financial/ accounting system for fund management and disbursement Target 3.3.1 Adaptive system in place by Y2 Target 3.3.2 Transparent mechanism that allows stakeholders to track revenue generated from proposed multiple-use activities in project site and the amount of each that is channelled back for conservation.	Y	Y	Y	Y	N

Table 6. Summary of Risk Ratings at ProDoc, Inception, and Terminal Evaluation Stages

No	Risk	Rating		
		Prodoc	Inception	TE
1	Conflicts between conservation and development in State planning. Support for multiple-use forest landscape management will be weak primarily from the private sector thereby increasing the possibility that more areas will be converted to non-forest-based uses that will compromise biodiversity conservation.	Medium	High	Low (156,586.37 ha of Class 1 Forest Protected Forest Reserve and Class VI Virgin Jungle Reserve)
2	Political pressure and interferences will prevent stakeholders from rational utilisation of natural resources compatible with biodiversity conservation goals. *(new identified risk)*		High	Medium (Due to unclear decision-making process on land use)
3	Site level improvement in the target landscape is causing a "leakage problem", causing additional deforestation/degradation in other areas under YS or SFD management. *(elevated from SRF)*		Medium	Unknown (requires data)
4	International REDD Plus process does not progress fast enough and loses the confidence among the project stakeholders. / Low level of support for sustainable financing schemes. With global economic changes, the target sustainable financing schemes may not be delivered and will negatively affect the conservation objectives of the Project	Low	Medium	Medium (due to the still-uncertain status of NNL policy)
5	Poor cooperation among government agencies will prevent the formulation of supporting policy reforms and institutional strengthening towards multiple-use forest landscape management	Low	Low	Low (Collaboration among stakeholders has been strengthened)
6	Lack of suitable qualified personnel to act as local counterparts in planning, management and execution of project programmes.	Low	Low	High (Refer to capacity scorecard in 2017)
7	Climate change undermines the conservation objectives of the Project.	Low	High	Unknown (Requires data)
8	Market-based biodiversity, carbon and PES do not develop despite the development of regulations and guidelines	Low	Medium-High	High (External factors)

3.1.4 Lessons from Other Relevant Projects

65. Reliance on lessons learned from other projects is one mechanism to ensure that, in the process of designing a new project, (i) past mistakes can be avoided; (ii) opportunities can be exploited to build upon past successes; and (iii) effort and resources are not wasted in trying to achieve an objective which has already been attained through other initiatives. Thus a thorough analysis of past projects is very helpful in ensuring that any new project will be designed to be as effective and efficient as possible.

66. Looking at the beginning of the design process for the Sabah MFL project, there is no mention made in the Project Identification Form (PIF) about taking lessons from previous projects into consideration for design of the project. However, the PIF is followed by the Project Preparation Grant (PPG) Request Form, where the following statement is made:

> *"Past and ongoing projects and programmes that are relevant to the proposed project will be reviewed and lessons will be captured in order to ensure their full incorporation in project design. This activity will also identify information gaps and areas for further analysis during the full project."*

67. In the ProDoc, an Annex (Annex 6) is devoted to an analysis of past or ongoing initiatives undertaken to test various models for landscape management. These were: (i) Polansky et al, 2007; (ii) Koh and Ghazoul 2010; (iii) the Landscape Management System project; (iv) the Integrated Valuation of Ecosystem Services and Tradeoffs model (InVEST); and (v) the CBiod model. It was determined that the INVEST and CBiod models offered the best potential for application in the Sabah MFL project, and a more in-depth assessment of these two models was included in the ProDoc.

68. While lessons from these other relevant projects were certainly given adequate attention, it is not clear to what extent lessons were actually taken up and applied in developing the model that was used in the Sabah MFL project. The TE consultants found no clear evidence of lessons from the CBioD being applied in the Sabah MFL project.

69. Looking ahead, strong emphasis was placed on learning lessons from the implementation of the Sabah MFL project itself. The purposes of learning lessons from project implementation are:

(i) To contribute to the project monitoring and evaluation (M&E) system, as an important feedback tool for ensuring that project actions are kept on-course to ensure the best performance and most beneficial outcomes. These aspects are further discussed in the section on M&E (Section 3.2.2); and

(ii) To provide information which can be used for planning and designing other related projects in the future. These aspects are further discussed in the Lessons Learned section of this report (Section 4.1).

3.1.5 Planned Stakeholder Participation

70. The project intended to target broad-based participation of stakeholders (including community and gender focus) that would largely be achieved through their involvement with a range of project activities (e.g., research consultancies, capacity building workshops, project planning meetings).

71. One important mechanism for engagement, communication, and information sharing among a key group of stakeholders is through Project Board meetings. Inspection of attendance records of these meetings can shed light on the extent to which various stakeholders participated. Table 7 presents a record of participation of board members in Project Board meetings.

72. For most projects, community involvement is a crucial element in effective management of multiple-use conservation areas. While community involvement had been recognized in the project document (by including a community NGO -- Partners of Community Organizations [PACOS] as one of the key stakeholders), there was limited opportunity for community involvement in project implementation, as the nearest community was located 40km away from the project site. However, the project engaged communities beyond the project landscape in Babagon through the PES sub-contract, which also included the participation of PACOS.

Table 7. Project Board Meeting Attendance (2013-2018)

No	Project board members	2013			2014			2015			2016		2017			2018		% attendance
		PB1	PB2	PB3	PB1	PB2	PB3	PB1	PB2	PB3	PB1	PB2	PB1	PB2	PB3	PB1	PB2	
1	Natural Resource Office Sabah (NROS)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	100
2	Sabah Forestry Department (SFD)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	100
3	UNDP-Country Office (UNDP-CO)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	100
4	Sabah Foundation (YS)	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	94
5	Min. Natural Resources/Envir. (NRE)	√	√		√	√	√	√	√							√	√	56
6	Economic Planning Unit				√	√				√								19
7	State Economic Planning Unit (SEPU)				√	√	√	√	√	√	√		√	√				56
8	Ministry of Finance, Sabah (MoFS)	√	√		√	√	√	√	√							√		50
9	Sabah Biodiversity Centre (SaBC)			√	√	√	√			√	√	√	√	√				56
10	Sabah Wildlife Department			√	√	√						√	√	√			√	44
11	Department of Irrigation and Drainage			√	√	√	√	√	√		√		√	√			√	63
12	Universiti Malaysia Sabah (UMS)	√	√			√		√	√	√		√	√		√	√	√	69
13	World Wide Fund for Nature Malaysia	√	√	√	√	√	√	√	√	√			√	√			√	75
14	TWG Chairman					√	√	√	√	√	√	√	√					NA
15	Carnegie Institute*																	NA
16	UNDP- Regional Office*					√												NA

*= non PB members

73. For the same reason (absence of communities in the project area), gender was not highlighted as a feature of the project framework, however some gender considerations were subsequently captured during implementation (i.e., measuring women's level of participation in project activities).

3.1.6 Replication Approach

74. For GEF projects, actions which are implemented successfully offer the potential for replication and scaling up, so that their benefits can be multiplied. In this way, investments made by GEF can be leveraged. This premise was certainly applied in the case of the Sabah MFL project; the ProDoc states,

> *"The project is expected to serve as a model to draw lessons learnt in best practices for replication in other forest landscapes within Sabah and in other parts of Malaysia and the Heart of Borneo."*

75. Furthermore, in the SRF, Component 2 is framed as follows:

> *"Multiple-use forest landscape planning and management system demonstrated at pilot site."*

76. Implied in this wording is an understanding that a planning and management system pilot-tested at the demonstration site (i.e., in the project area), if proven to be successful, could be adopted more widely and replicated at other sites.

77. The ProDoc goes on to mention two areas where replicability of models established under the project might be a factor: (i) in capacity-building for multiple-use forest management; and (ii) in establishment of sustainable financing mechanisms.

78. In fact, it has been determined in this TE that there are significant opportunities for replicating models which have been established with assistance from the project. Apart from replication of capacity-building and sustainable financing initiatives as mentioned above, perhaps the most significant opportunity for replication is found in what must be regarded as one of the most notable achievements of the project—the strengthening of ecological connectivity in the project area, through reclassification of forest lands to Class 1 Forest Reserve status. In this manner, the project has taken a major step toward ensuring that biodiversity in the Class 1 Forest Reserve areas will be protected. Equally important is the fact that these forest reserve areas will join together previously-isolated conservation areas. It is thus the finding of this terminal evaluation that the project has been very successful in establishing replicable models which could be taken up in other sites—within Sabah, within other parts of Malaysia and the HoB, and beyond, to extend the benefits achieved through the project.

3.1.7 UNDP Comparative Advantage

79. Within the wider GEF community, there is recognition that the GEF agencies bring their own distinctive "comparative advantages" to bear in guiding and carrying out GEF-funded projects. This thesis was documented in a 2007 GEF report on the subject.[16] The various comparative advantages are identified according to the different institutional strengths, areas of emphasis, and mission statements, of the respective agencies. To some degree, the guidance issued by GEF is helpful in identifying how GEF funding in each replenishment may be divided among the various agencies, so that GEF support can be channeled so that funds are applied in the most effective and efficient manner.

80. According to the GEF report, UNDP's comparative advantage lies in its global network of country offices, its experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation. UNDP assists countries in promoting, designing and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP also has extensive inter-country programming experience.

[16] GEF. 2007. Comparative Advantages of the GEF Agencies. GEF/C.31/5May 15, 2007GEF Council June 12-15, 2007 Agenda Item 11.
Accessible at: https://www.thegef.org/sites/default/files/documents/C.31.5_Comparative_advantages_4.pdf

81. Given UNDP's heavy reliance on funding from GEF, it is not surprising that most of the main thematic areas in UNDP's Energy and Environment practice[17] directly reflect the major GEF focal areas, and the support that GEF provides in these disciplines. The Sabah MFL project, with its focus on biodiversity conservation, and accompanying beneficial impacts for climate change adaptation and mitigation, is thus very much in line with UNDP's areas of comparative advantage.

3.1.8 Linkages Between the Project and Other Interventions Within the Sector

82. As presented in the ProDoc, it was proposed that the project would coordinate closely with the Sustainable Forest and Biodiversity Management in Kalimantan Borneo under the HoB initiative that was approved by GEF Council, with Asian Development Bank (ADB) as the lead agency. In addition, this Project was to coordinate with other relevant projects in GEF's Biodiversity and SFM portfolio, particularly those implemented by UNDP.

83. It was intended that the Project would also collaborate with other ongoing forest management related initiatives within and adjacent to the Project landscape. In particular, these included the Innoprise – IKEA Forest Rehabilitation Project (INIKEA); the RBJ/Swedish University Agricultural Science (SUAS) Project; the RBJ/New England Power (NEP) collaborative Reduced Impact Logging (RIL) Project; and biodiversity conservation-related initiatives in the Maliau Basin Conservation Area (MBCA), Danum Valley Conservation Area (DVCA), virgin jungle reserves, saltlick reserves, wildlife corridors linking the conservation areas and the forest reserves managed under NFM.

84. It is likely that there was at least some level of coordination between the project and several of these initiatives, such as INIKEA, SUAS, and biodiversity-related initiatives in Maliau Basin, Imbak Canyon and Danum Valley, if only because these are under the management of one of the principal implementing partners for the project—the Conservation and Environmental Management Division (CEMD) of YS (concession-holder for the site). Also, information on the three conservation areas (Maliau, Imbak, Danum); the Tambulanan site (a SUAS test plot for reduced impact logging [RIL]); and Sungai Tiagau (part of INIKEA) is included in the GEF tracking tools for the project.

85. Apart from these linkages, it did not appear that there were any more active efforts to coordinate or collaborate with other relevant initiatives (e.g. EU REDD+ Project which was housed within SFD headquarters) except through participation in conferences or workshops (e.g., HoB Conference, PES and NNL workshops).

86. In addition, it appears that several important opportunities to build upon and link more directly with other GEF-supported UNDP projects in Malaysia were missed, notably, with the project for Enhancing Effectiveness and Financial Sustainability of Protected Areas in Malaysia (PA Financing Project) and the Conservation of Biological Diversity through Improved Forest Planning Tools (CBioD) Project. The former project was focused on sustainable financing for management of protected areas, while the latter was concerned with economic valuation of tropical forests, both subjects that are highly relevant to the intended outcomes of the Sabah MFL project (the CBioD Project was described in detail in Annex 6 of the ProDoc).

87. Based on a review of Annual Work Plans (AWPs) and Project Implementation Reviews (PIRs), targeted efforts to link the project with other related initiatives within the UNDP portfolio, or with other interventions at the regional and state level, were quite limited. The potential for engaging in mutually-beneficial collaborative activities were not fully explored, and there were largely confined to participation in conferences.

3.1.9 Project Finance

88. Financial data are presented in Tables 8 to 12. Further discussion regarding financial management performance is presented in Section 3.2.5.

[17] According to an evaluation report (UNDP. 2008. Evaluation of the Role and Contribution of UNDP In Environment and Energy), the major thematic areas of the UNDP Energy and Environment practice are climate change, energy, biodiversity, and reliance on GEF.

Table 8. Budget and Actual Expenditure

Year	Pro Doc Budget	AWP Budget	Actual Expenditure (USD)	% Actual expenditure of annual budget (AWP)	Cumulative (USD)
2012	-	-	8,244	-	8,244
2013	372,250	654,417	70,515	10.8	78,759
2014	1,463,250	865,000	107,069	12.4	185,828
2015	1,134,750	645,425	522,921	81.0	708,749
2016	867,250	2,217,468	1,654,334	74.6	2,363,083
2017	425,250	979,332	867,691	88.6	3,230,774
2018	137,250	834,527	537,370	64.4	3,768,144
2019*		632,034	108,240	17.1	3,876,384
TOTAL	**4,400,000**	**6,828,202**	**3,876,384**		
Percentage expenditure of total budget allocation				**88%**	

- The above table was built upon financial tabulation compiled as part of the project.
- Budget data represent proposed expenditure based on the Annual Work Plans.
- Actual expenditure was obtained from annual Combined Delivery Reports.
- The GEF expenditure for 2019 reflects data as of June 2019.

Table 9. Budget by Prodoc and AWP and Actual Expenditures (USD)

Year	2012	2013	2014	2015	2016	2017	2018	2019	Total
Outcome 1									
Prodoc Budget		82,000	290,000	171,000	19,000	19,000	19,000		600,000
IR Budget									1,225,000
AWP Budget		225,000	250,000	364,024	332,760	382,709	-	-	1,554,493
Actual Exp		12,421	1,776	86,917	285,860	297,141	-	-	684,115
Outcome 2									
Prodoc Budget		127,000	612,500	496,500	415,500	339,500	9,000		2,000,000
IR Budget									2,368,000
AWP Budget		184,000	325,000	130,000	1,440,209	436,775		-	2,515,984
Actual Exp		3,565	-	343,820	1,169,063	420,887	-	-	1,937,335
Outcome 3									
Prodoc Budget		122,750	495,750	409,250	354,750	8,750	8,750		1,400,000
IR Budget									407,000
AWP Budget		155,750	185,000	73,600	184,499	120,721	802,759	617,030	2,139,359
Actual Exp		1,829	1,583	-	99,787	147,919	510,607	108,240	869,965
Project Management									
Prodoc Budget		40,500	65,000	58,000	78,000	58,000	100,500		400,000
IR Budget									400,000
AWP Budget		89,667	105,000	105,000	260,000	172,000	31,767	15,004	778,438
Actual Exp		52,700	103,710	92,184	99,625	1,743	26,764	-	376,726
TOTAL									
Prodoc Budget		372,250	1,463,250	1,134,750	867,250	425,250	137,250	-	4,400,000
IR Budget									4,547,984
AWP Budget		654,417	865,000	672,624	2,217,468	1,112,205	834,527	632,034	6,988,275
Actual Exp	**8,244**	**70,515**	**107,069**	**522,921**	**1,654,334**	**867,691**	**537,370**	**108,240**	**3,876,384**
% Expenditure of total project budget	**0.2%**	**1.6%**	**2.4%**	**11.9%**	**37.6%**	**19.7%**	**12.2%**	**2.5%**	**88.1%**

Table 10. Project Co-financing

Year	SFD	YS/RBJ	YS/CEMD	WWF-M	SWD	Total (RM)	Average Annual Rate	USD
2012	350,000	1,172,400	2,318,855			**3,841,255**	0.3237	1,243,414
2013	1,407,492	1,179,854	2,662,894	326,124		**5,576,364**	0.3173	1,769,380
2014	2,040,991	1,339,453	4,527,520		3,600	**7,911,563**	0.3055	2,416,982
2015	2,363,968	3,652,251	4,342,346		1,620	**10,360,185**	0.256	2,652,207
2016	3,484,319	1,459,748	4,611,280		1,000	**9,556,347**	0.241	2,303,080
2017	1,629,958	299,846	4,572,701			**6,502,505**	0.2325	1,511,832
2018	2,244,109	9,362,722	4,711,560			**16,318,391**	0.2478	4,043,697
2019*	33,011					**33,011**	0.2385	7,873
Total (RM)	**13,553,849**	**18,466,275**	**27,747,155**	**326,124**	**6,220**	**60,099,622**		***15,948,467***
TOTAL (USD)	**4,387,381**	**5,977,533**	**8,981,754**	**105,566**	**2,013**	***19,454,247***		
Planned (USD)	**15,000,000**	**4,400,000**		**100,000**		**19,630,000**		

Note: Due to the sensitivity of exchange rates affecting the figures, annual average rates were used. The annual average rate for 2012 was used to reflect the total co-financing contribution in USD

Source of average annual currency exchange rates: ***https://unctadstat.unctad.org/wds/TableViewer/tableView.aspx, https://www.xe.com/currencyconverter/convert/?Amount=1&From=MYR&To=USD***

*As of first quarter of 2019

Table 11: List of Audits and Relevant Financial Monitoring Reports

No.	Audit/Relevant reports	Scope	Observation/ Conclusion
1	National Implementation Modality Audit by National Audit Department (March 2016)	Audit period: 5 Sept 2012 – 31 Dec 2016 ⎩ Combined Delivery Report ⎩ Statement of Assets ⎩ Cash Position	In general, the disbursements that had been made are in accordance with the relevant rules
2	Implementation and Monitoring Stage Quality Assurance Report (January 2017)	⎩ Social & Environmental Standards ⎩ Management & Monitoring ⎩ Efficient ⎩ Effective ⎩ Sustainability & National Ownership	Exemplary
3	UNDP Micro Assessment by Moore Stephens (July 2016)	⎩ Implementing partner ⎩ Programme management ⎩ Organisational structure and staffing ⎩ Accounting policies and procedures ⎩ Reporting and monitoring ⎩ Information systems ⎩ Procurement	Overall risk assessment: Low
4	Harmonized Approach to Cash Transfer (HACT) Spotcheck Report (2017 and 2018)	⎩ Application of a common operational framework for transfer of cash to ensure closer alignment and improvements of national systems.	No major issues/ recommendation by MTR on timesheet-based instead of honorarium payments were highlighted and adopted.

Table 12. Research and Consultancies: Budget Allocation Versus Actual Expenditure by Component

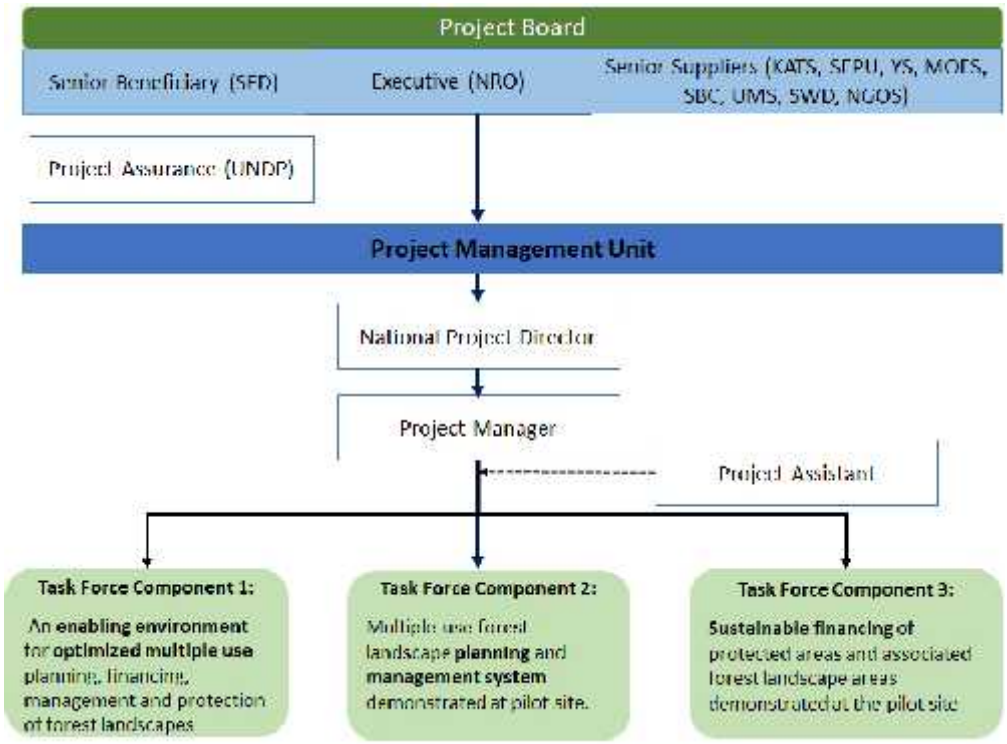
Component	USD ($)			Difference (%)	
	ProDoc	Inception Report	Actual Expenditure	ProDoc vs. Inception	ProDoc vs. Actual
Component 1: An enabling environment for optimized multiple-use planning, financing, management and protection of forest landscapes	384,000	1,009,000	686,732	**62**	**44**
Component 2: Multiple-use forest landscape planning and management system demonstrated at pilot site	1,818,000	2,156,000	2,222,358	**16**	**18**
Component 3: Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site	1,240,000	247,000	95,795	**-80**	**-92**
TOTAL	**3,442,000**	**3,412,000**	**3,004,885**		
Percentage of total budget	**78%**	**78%**	**68%**		

3.2 Project Implementation / Project Management

3.2.1 Management Arrangements

89. The ProDoc sets forth a project management structure, which included the establishment of three "task forces," one for each of the project components. Presumably, the purpose of establishing the task forces was to bring together three groups of people with expertise specifically relevant to each of the three components, who could act as advisors to guide the respective activities within each of the components. The management structure that was presented in the ProDoc is shown in Figure 3. Apart from the project management structural diagram, not much detailed description of the management arrangements is found in the ProDoc.

Figure 3. Management Arrangements (ProDoc)



Source: ProDoc

90. Shortly after the start-up of the project, the task forces as originally conceived in the ProDoc were abandoned. This came about in part because project managers found it difficult to enlist experts having the requisite skills and knowledge to serve on these bodies. The project managers argue that shifting to a different management structure, to overcome the obstacles that were encountered, was a necessary and adaptive action.

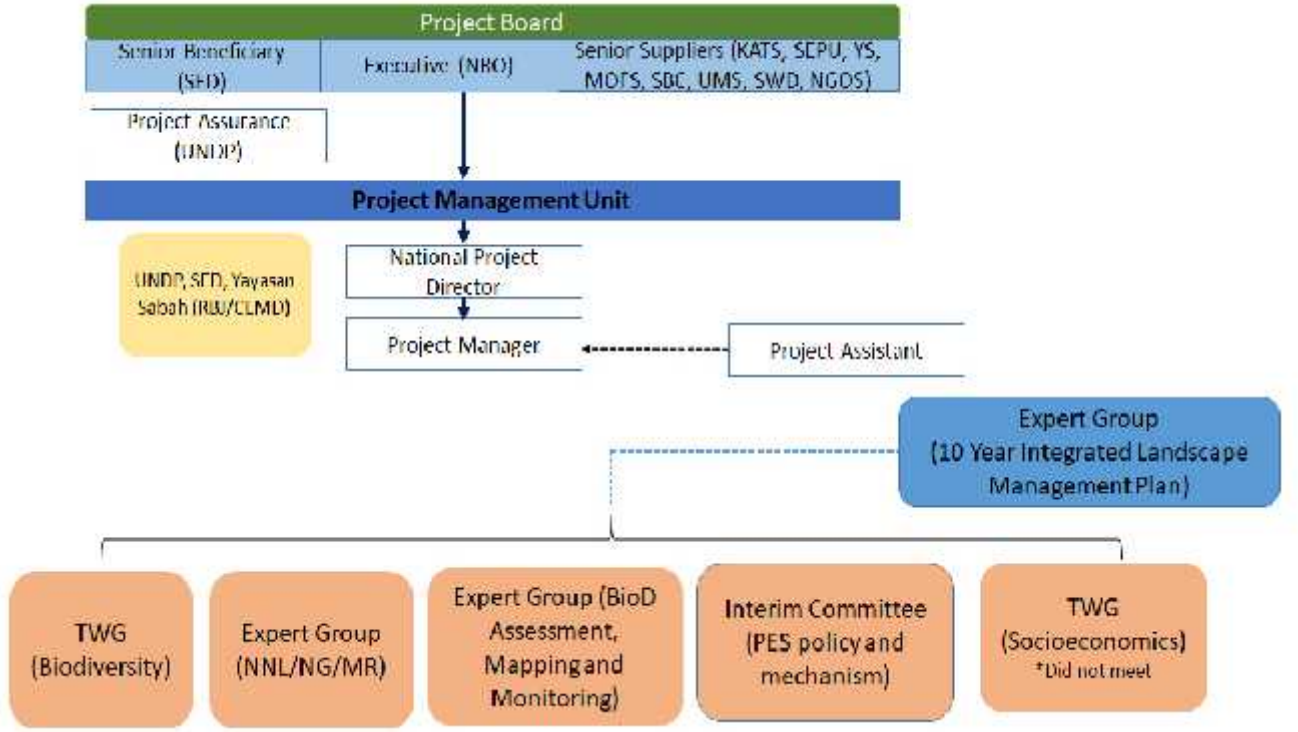
91. In place of the task forces, a technical working group was created. This group basically served the same technical oversight function as intended for the three task forces, but with a narrower focus on biodiversity issues.[18] One of the main functions of the TWG was to advise the project board. The TWG operated for several years, but following the MTR, it, too, was dissolved, and replaced by an expert's group. Their role was to support and facilitate the biodiversity elements of the project, and to review consultant reports.

92. The revised management structure that was adopted for the project, and showing these various advisory bodies, is shown in Figure 4.

[18] It had been planned that a second TWG should be established to oversee socioeconomic aspects of the project, but this TWG never met.

93. It could be debated whether the management structure as originally conceived in the ProDoc, or the structure which evolved over time to replace the original design, was the more appropriate one for this project. However, since the task forces were never tested, it is not possible to make a definitive determination in this regard. What is clear is that the project management arrangements as prescribed in the ProDoc were not closely followed. This may have introduced some uncertainty in how the project was to be managed, leading to some weaknesses in project oversight. This relates to the subject of the management performance of the executing and implementing partners. These aspects, which are subject to a rating, are further discussed in Section 3.2.6.

Figure 4. Management Arrangements (as adopted)



Source: TE team

3.2.2 Monitoring and Evaluation

94. There are several well-defined monitoring and evaluation (M&E) tools, mechanisms, and processes, that are used to monitor and evaluate the implementation progress of UNDP's GEF-supported projects. These include (among others):

- major project reviews (at project inception, midterm, and completion)
- regular periodic reviews and reports (PIRs, APRs, etc.); and
- tracking tools (METT, capacity scorecard).

95. Collectively, these various mechanisms form the project M&E system, which is defined in the initial project formulation and articulated in the ProDoc.

96. Besides the GEF Biodiversity Tracking Tool and Mid-term review, the key project monitoring reports were: annual progress reports; mid-year progress reports; Project Implementation Reviews; Quarterly Progress Reports by Kalabakan District Forestry Office; Quarterly Progress Reports by Yayasan Sabah and Contractors.

97. The project was consistent and effective in complying with requirements for timely submission of progress and financial monitoring reports. The involvement of relevant stakeholders and project staff were evident in the preparation of these reports.

98. One of the critical tools used to monitor and evaluate GEF projects is the Management Effectiveness Tracking Tool (METT). The METT is to be prepared at least at three points during the lifetime of the project (accompanying CEO endorsement request for project approval; at project midterm; and at project completion). The required METT matrixes were completed for the Sabah MFL project in a timely manner. Project personnel reported the following:

(i) The METT is very useful and provides a practical mechanism for project monitoring although some of the issues in the METT may not relevant to the local context.

(ii) the METT preparers took great care in filling up data sheets to ensure that the information was accurate and could be used as a baseline to help track and monitor progress, not only within the protected areas but also within the forest management units (FMU) managed by the SFMLA holders in Sabah.

(iii) the time-series of tracking tools were compared against one another to track changes in management effectiveness as well as any biophysical changes.

(iv) While the METT was helpful in tracking project progress, it was not used to any great extent in guiding decision making that might have led to adaptive changes in project management; rather, decision-making about the management of the project was based on the Technical Working Group recommendations.

(v) The METT could be used to monitor management effectiveness not only for SFD and YS but also for the SFMLA holders.

99. The Strategic Results Framework forms the basis for development of the Annual Work Plans and monitoring reports. The project offered stakeholders a platform to provide feedback on the SRF. Nevertheless, the TE found inconsistencies and weaknesses in the finalized version of the SRF in the Inception Report. This could potentially affect how the SRF can be effectively used to guide project implementation and as a template for the monitoring reports. Examples are summarized below:

100. The weaknesses and anomalies in the SRF have already been described in Section 3.1.1. These weaknesses also carried over into the M&E functions of the project. For example, labels, numbering and wording reflected in the monitoring reports were somewhat confusing, especially for initial years (e.g. APRs for 2013 and 2014 in terms of numbering of the outputs, and MYPRs for 2013, 2014 and 2015 where outcomes/components were labelled as outputs).

101. The TE consultants found that the initial monitoring reports (2013-2016) mainly focused on reporting progress, and highlighting follow up actions and challenges. This gradually evolved so that later reports (e.g. APRs of 2017, 2018) discussed ideas for adaptive measures.

102. The mid-term review was conducted from 12th to 23rd June, 2017. Subsequently, MTR results and recommendations were discussed in the 5th Project Management Unit (PMU) meeting on 6th November 2017 and 3rd Project Board (PB) meeting on 8th November 2017. A template on management response to the MTR, with key prescribed actions, was prepared. It included identification of responsible agencies, progress status, deadlines, comments on the management response, and key actions. The MTR recommendations were closely monitored by the PMU and PB for implementation.

RATING

103. In general M&E functions were carried out according to plan. Weaknesses in the project SRF may have affected the extent to which this could be used both as a roadmap for project management, and as a baseline against which project progress was regularly measured. While M&E tools were used to monitor project progress, this process was not carried so far as to guide adaptive management of the project. The ratings for M&E are as follows: M&E design at project start-up: ***Satisfactory (S)***; M&E plan implementation: ***Moderately Satisfactory (MS)***; and overall quality of M&E: ***Moderately Satisfactory (MS)***.

3.2.3 Adaptive Management

104. Following an adaptive management approach, the GEF *Guidance* document states that adaptive changes may be indicated if: (i) original project objectives were not sufficiently articulated; (ii) exogenous conditions changed, due to which a change in objectives was needed; (iii) project was restructured because original objectives were overambitious; (iv) project was restructured because of a lack of progress; or (iv) Other (needs to be specified). The following observations were made regarding adaptive management of the project.

105. Table 13 presents a timeline of changes which occurred in land use in the project landscape, during the general timeframe of the project.

Table 13. Timeline of Land Use Changes in the Project Landscape (2011-2019)

Land use	1. Original (2011)	2. Current (2013)	3. TWG (2014)	4. TE Stage (June 2019)
Natural Forest Management (NFM)	180,426.0	52,198.7	23,500.0	52,454.2
Industrial Tree Plantations (ITP) (Agroforestry) - Rubber, oil palm, plantation timber	43,821.0	5,641.7	9,937.0	17,069.5
Protected Areas	18,517.0	115,430.9	156,237.5	156,586.4
Forest Restoration	18,500.0		-	
Mosaic plantations	-	52,069.0	33,512.0	28,446.0
Oil palm plantations	-	33,724.2	35,878.0	4,122.6
Organic Agriculture	-	1,957.3	1,957.3	1,957.3
Research plots	-	242.2	242.2	628.0
TOTAL	**261,264.0**	**261,264.0**	**261,264.0**	**261,264.0**

Sources: Project Inception Report, TWG MoU, latest map of project area (June 2019)

106. In response to the land use changes that occurred, it was necessary to re-evaluate and reaffirm the project's relevance within the target landscape. This led to the setting up of the Technical Working Group (TWG) on Biodiversity which conducted a rapid assessment of the project landscape. The Rapid Assessment reviewed the Original Plan (2011), the Current Plan (2013) and proposed a TWG Plan (2014). The TWG plan intended to mitigate potential negative impacts on biodiversity as a result of the changes in land uses and ensure the original intention of the project towards no net loss (NNL) of biodiversity. These recommendations led to the development of an MoU that was signed between UNDP and SFD in December 2014.

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108. An update on the progress of the MoU was provided by the project in October 2018. Key observations at the TE stage (September 2019) based on the review of the MoU are as follows:

- Data were collated and used for the NNL/NG assessment and provided the basis for the development of the Managed Retention Policy under the project. The Managed Retention Policy towards achieving NNL/NG was incorporated into the Sabah Forest Policy 2018.
- Several research efforts were conducted, including (a) landscape level biodiversity and forest quality assessment (Carnegie Airborne Observatory); (b) ground-based biodiversity

assessment (Consortium of Scientists and Daemeter); and (c) No Net Loss/Net Gain Assessment (Forest Trends). These were used to provide a rigorous basis and contribution to the development of the Integrated Long-Term Management Plan.

- The key areas proposed under the MoU were mostly addressed (refer to Table 13 for history of land use changes).
- The project facilitated a pilot study on developing PES for the Babagon sub-catchment. As a result, an on-going project was developed with funding from Yayasan Hasanah through LEAP and in collaboration with the Department of Irrigation and Drainage. The project entitled Community PES Readiness: Building Capacity for Piloting Payment for Ecosystem Services in Babagon Watershed, Sabah received RM300,000 between 2017 to 2018 and RM500,000 from 2018 – 2020.

109. Two tables (Table 14 and Table 15) present further details regarding the status of follow-up on the recommendations contained in the MOU of December 2014.

Table 14. Status Report of Recommendations in the Sabah Forestry Department and UNDP MoU, December 2014 (based on TWG recommendations): Actions for Immediate Implementation

No	Recommendations	Progress up to October 2018	TE Stage
1	Collate and analyse data required to verify and refine estimates for achieving NNL for the TWG's land-use recommendations.	Data were collated through findings from Sub Contract - 6a (Carnegie Airborne Observatory - CAO) and SC - 6b (ground base biodiversity survey by the Consortium of Scientists and Daemeter). CAO field data collection completed and analysed. Ground based biodiversity survey including HCV (by Daemeter) was completed and reports have been produced. The data were used by NEPCon for the preparation of the 10-Year Integrated Landscape Management Plan (ILMP). Data from CAO were being used by Forest Trends for the preparation of the Policy on Net Gain Loss of Biodiversity, as well as, for the preparation of the ILMP.	Completed
2	Revise plans for the southern block of mosaic plantation to reduce its gross area to 5 km wide), fully protected natural forest buffer (with Class I Forest Reserve protection status) to the Maliau Basin Conservation Area.	Based on the FMP prepared for the southern block of mosaic plantation (Block B), the net area has been reduced to 14,158 ha. The reduction is consistent with the TWG's recommendation, and the area excreted from the mosaic area was converted to Class I Forest Reserve. The buffer zone for the Maliau Basin Conservation Area (now known as Maliau Basin F.R.) has been widened and subsequently gazetted as Class I Forest Reserve, known as Maliau Buffer Zone F.R. (Extension) - Refer Map in Appendix 1.	Completed
3	Retain, under (protected) natural forest cover, areas currently allocated to mosaic plantations in the south-west of the project area along the Kuamut River.	The mosaic plantation in the south-west of the project along the Kuamut River, which covers 25,700 ha were retained and converted to Class I Forest Reserve - See Map in Appendix 1.	Completed
4	Establish a >7,000 ha corridor between the INIKEA area and Mt Magdalena Forest Reserve to maintain north-south connectivity of natural forest areas within the project landscape	A wildlife corridor between INIKEA (Mt. Tiagau FR – west) and Water Catchment [known as Sg. Tiagau F.R. (Ext.) – east; 7,010 ha] has been established and gazetted as a Class I Protection FR. Similarly, a wildlife corridor and/or connectivity between Mt. Magdalena FR (north) and Sg. Tiagau FR (south) known as Gunung Rara FR (5,387 ha) was also established and gazetted as a Class I Protection FR. Another wildlife corridor or connectivity between INIKEA (Sg. Tiagau FR) and Maliau Buffer Zone FR (Ext. II) (east – west connectivity) known as Sg. Anjeranjermut FR – 3,857 ha, had been gazetted as Protection FR – Class I. Another 877.37 ha (adjacent to INIKEA	Completed

No	Recommendations	Progress up to October 2018	TE Stage
		area or Sg. Tiagau FR) that had been earlier given to RT Plantations Sdn Bhd has been excised and later gazetted as Class I – Protection FR in 2016 - Refer Map in Appendix 1. The area initially earmarked for oilpalm plantation (approx. 23,847 ha), Prolific Palm Sdn Bhd (6,907.5 ha) and helicopter logging (xxx ha) are now under natural forest management (NFM), which ultimately serves as wildlife refuge. It also expanded the south-north-west-east connectivity in the project landscape	
5	Retain approximately 23,500 ha north of the Kuamut River under a regime of Natural Forest Management – with areas not already allocated to Empayar Kejora Sdn Bhd to be managed directly by the Sabah Forestry Department in accordance with SFC standards.	Approximately 14,683.5 ha north of the Kuamut River are retained under NFM. The rest of the area was gazetted under Class I- Protection FR (Mt. Magdalena – Ext.). In addition, the NFM area that had been set aside north of the mosaic planting area (≈ 4,655 ha) had been gazetted into Class VI – VJR and renamed as Sungai Imbak (Ext) - see Map in Appendix 1.	Completed
6	Suspend further plantation development (oil palm and mosaic) pending the submission of detailed conservation plans and mitigation strategies, incorporating High Conservation Value (HCV) and High Carbon Stock (HCS) assessments, and to include a thorough examination of the possible impacts of hunting within and adjacent to the project landscape and the use of invasion by exotic species.	Besides the existing oilpalm plantation (RT Plantations Sdn Bhd) and mosaic planting (Empayar Kejora Sdn Bhd and Usahawan Borneo Greenworld Sdn Bhd respectively), no further oilpalm and mosaic planting development has taken place in the Project Area. In fact, the area initially earmarked for oilpalm plantation (approx. 23,847 ha), Prolific Palm Sdn Bhd (6,907.5 ha) are now under NFM. However, logging operations (NFM Areas) at the south of Area/Block B are still on-going. These activities are nothing new because coupes for logging had been issued long before the project was initiated. Decision to carry out helicopter logging in the small NFM areas at the east and south of Area B is no longer to be pursued by the state government and thus, these areas are still under NFM.	Completed

Table 15. Status Report of Recommendations in the Sabah Forestry Department and UNDP MoU, December 2014 (based on TWG recommendations): Additional Actions and Principles

No	Recommendations	Progress up to February 2016	TE Stage
1	That the project must seek, as an overarching target, to avoid and minimise impacts on biodiversity, including through plantation development, and plan to achieve NNL of biodiversity within the Project area.	On-going. Related info: 1. Forest Management Plans, Agroforestry Development Plans, and Plantation Development Plans for areas managed by the RBJ JV have been prepared and available to the office. 2. Report on the Recommendations for Achieving Net Gain of Biodiversity in Sabah was produced by Forest Trends through Sub - Contract SC-1. 3. The state government's current policy will not allow new oil palm development in the forest reserves. This means that there will be no further oil palm development in the project area.	A draft policy on Managed Retention of Sabah's Forests: Towards Biodiversity Net Gain has been developed. Considerable areas converted to Class 1 and retained as NFM.
2	A reaffirmed commitment to a landscape level management approach that enables implementation of the key project objective: "to bring the land-uses in the connecting landscape and protected areas under a common and integrated management umbrella strategy in order to mainstream biodiversity, ecosystem functions and resilience, while enabling ongoing	The SFD is committed to the key project objective. The SFD already set aside 156,586.37 ha excluding the Plant Improvement and Seed Production (PISP) plots within the project landscape area, have been established as Class VI Virgin Jungle Reserve (VJR) and Class I Protection Forest Reserve respectively.	Achieved. The ILMP and proposed institutional arrangements under the plan provides a platform for landscape level management. In addition, the Project Management Unit reflects the collective compositions of the key organisations at the landscape level.

No	Recommendations	Progress up to February 2016	TE Stage
	sustainable uses".		
3	Confirm the principle of land-use 'flexibility', i.e. that land-use can be modified on the basis of the ecological and economic models developed during project implementation – with any changes made only in the context of enhancing or further protecting biodiversity and promoting landscape connectivity in the long term. Future changes should be made with concurrence of the TWG and in line with the Project's NNL target.	The Sabah Forestry Department (SFD) is committed that any changes made will be for the better. The best example is the areas earmarked for oil palm development (approx. 23,847 ha) and Prolific Palm Sdn Bhd (6,907.5 ha) are now under NFM that further enhancing and/or protecting biodiversity and promoting landscape connectivity. Further recommendations are explicitly prescribed in the 10-Year ILMP.	Recommendation met. Nevertheless, it is increasingly realised that the private sector has the potential to play important roles in conservation given that the enabling environment and legislative framework support their involvement.
4	Confirm the principle that the regulation and development of management practices within mosaic plantation areas will be based on an evolving understanding of this as yet poorly defined and studied land use.	SFD noted. The mosaic plantation development implemented by Empayar Kejora and Usahawan Borneo will be continuously studied.	The 10-Year ILMP addresses this concern.
5	Appoint a lead/coordinating consultant – of international standing – to coordinate and take a broad overview the work undertaken by individual consultants, with the lead consultant reporting to the TWG in the first instance.	The TWG was abolished under the recommendation of the Midterm Review Team. Instead, an Expert Group(s) was/were established to replace the TWG to undertake a broad overview of the work undertaken by individual consultant. So far, three (3) Expert Groups were established, that is, one on the "Managed Retention" policy, another deliberated on the report from the Consortium of Scientists, while the third Expert Group deliberated on the Final Draft 10-Year Integrated Landscape Management Plan (ILMP) prepared by NEPCon.	Efforts were put in place under the three Expert Group. However, there was a gap for the economics related studies.
6	Manage oil palm plantations in accordance with RSPO standards, including procedures for new plantings, and to FSC standards for timber plantation areas (including mosaic plantations) – even if certification to these standards is not immediately attainable.	The SFD is committed to the RSPO and FSC standards. All operators were officially informed and the requirement of certification.	At the time of the TE visit to Rinukut Plantations, efforts were put in place to achieve the MSPO and with plans towards RSPO standards (though this may be challenging in view of the no deforestation rule under its new standards. Progress towards FSC standards for timber plantation/mosaic areas are unclear. <for further follow-up>
7	The project commits to measure, monitor and report every 2 years on progress (or otherwise) towards No Net Loss of biodiversity, and how the mitigation hierarchy has been followed.	The project is committed on this. According to Forest Trends (a consultant appointed to study on the net gain policy), achieving Biodiversity Net Gain may not be feasible for Sabah in the first few years, so Sabah would build towards a policy of "managed retention" of biodiversity, which can achieve a specific conservation target that considerably exceeds the CBD's Aichi targets. Subsequently a Final Draft Policy on "Managed Retention of Sabah's Forests: Page 5 of 7 Moving Towards Biodiversity Net Gain" was finalized and followed with an outline of guidelines to accompany the Draft Policy on Managed Retention was also being prepared This draft policy was deliberated by the Expert Group on 31 August 2018. The discussions were focused on the following: i. On Policy – to look at all	The Managed Retention policy was not tested by the end of the project period. A case study is proposed to be considered under the next GEF project under FOLUR. However, the underlying barriers in terms of man-power with relevant technical capacity and resources for implementation need to be addressed.

No	Recommendations	Progress up to February 2016	TE Stage
		the relevant policies in the State; ii. The 30% retention threshold; iii. Capacity building to monitor, implement and to mitigate; and Legal instruments to support the policy.	
8	Develop a protocol for reporting of financial information during the project period to include information related to management costs/revenues broken down by land use and management unit.	Protocol for reporting of financial information is yet to be developed. However, financial report is continuously reported by RBJ and DFO in their quarterly progress reports, which then to be compiled by the project office and reported to PMU and PB.	) Financial reports are provided quarterly.) Good effort from the District Forest Office, RBJ and contractors in collating the detailed reports.) It would be beneficial to progressively identify the expenditure spent on biodiversity related measures.
9	Retain the TWG for the duration of the project – with its primary responsibilities being to review and contribute to conservation, forest and plantation management plans and the mitigation and no net loss strategies, review consultancy Terms of Reference, contracts and appointments and review project reports.	The TWG was abolished based on the recommendations by the Midterm Review Team; and subsequently, replaced with an Expert Group on a case-to case basis.	The project adapted by establishing Expert Groups.
10	Develop a transparent, auditable mechanism for the re-investment of a sufficient portion of the revenues generated within the landscape, over an agreed time period, to support conservation, mitigation and restoration activities adequate to satisfy both the Sabah Government's co-financing commitments and the project's agreed NNL target.	So far no transparent, auditable mechanism for re-investment of a sufficient portion of the revenues generated within the landscape has been developed.	) Royalties are collected from the sites (timber, oil palm) from the sites.) There was no discussion on whether to earmark royalties towards landscape management and associated justification.) Nevertheless, the TE notes that there are areas within the production sites that are zoned as conservation areas. These should be highlighted and considered as a form of investment into biodiversity conservation measure.
11	Towards the end of the project, project outcomes including financial statistics on revenue generated for conservation and maps showing the agreed land-use patterns will be publicized and disseminated through public media, conference papers and academic journals.	Final Project Report is under preparation; and will be disseminated accordingly.	In addition to the final project report, appropriate communication materials with target audiences in mind should be planned and developed.

110. One of the key recommendations from the MTR concerned the dissolution of the TWG and cancelling of the Economic Modelling study—as an adaptive measure in response to these events, expert groups were set up to address comments and provide technical guidance as required. It was the main role of the expert group to review and evaluate the research activities that are mentioned above. Nevertheless, it required SFD and YS to step up in taking greater ownership of the biodiversity studies in particular, planning how the results would fit existing frameworks and how the monitoring protocols could be integrated into future research in partnerships with key institutions in Sabah.

111. . As mentioned, the Economic Modelling Study was cancelled. Although the reasons for cancelling the study were quite justified,[19] in this case, the project missed an important opportunity to

[19] According to XX, "Changes taking place within the project landscape since 2011 have several implications for the design and utility of the economic model, as follows:

- While not entirely irrelevant, the determination of an optimal mix of land uses may no longer represent the primary

introduce an adaptive modification—the opportunity consisted of taking into account all of the key ecosystem services identified for the area (e.g., timber, carbon, provision of water supply and maintenance of water quality, biodiversity and tourism)[20] and modelling land uses under different scenarios (e.g. "Business As Usual" model vs. "NNL/Managed Retention" model, etc.).[21] The model could have provided managers and decision-makers with a management tool to compare different land-use and management options for the landscape. This would have provided a strong basis for communication with top management, and policy- and decision-makers, to convey the importance of protecting the key ecological values of the project site. It would have also compensated for the fact that ecosystem values had not been established under Component 3, as had originally been intended, based on an assessment of total economic valuation and potential sustainable finance mechanisms that could be explored under the business modelling section of the study.

3.2.4 Partnership Arrangements and Stakeholder Engagement

112. As of April 2019, the project had undertaken stakeholder engagement through 167 events comprising trainings, workshops, conferences, consultations and meetings. The project received strong support from various stakeholders and established multisectoral partnerships through project activities and monitoring. The partnerships were developed through various platforms and levels including the Project Board; Project Management Unit; Technical Working Group; Expert Group; and training and research activities. The involvement of Rakyat Berjaya (RBJ) Sdn. Bhd. (Forest Division of the Sabah Foundation) as a Project Board member provided an important link to the private sector stakeholders active in the project landscape.

113. The project had the opportunity to leverage stakeholder engagement through other initiatives that contributed to the project outcomes through partnership arrangements. Examples included the following:

- The project fostered participation in monitoring and enforcement exercises organised by stakeholder task forces—these activities involved stakeholders at the district level, who were in addition to the usual stakeholders who were associated with the project's implementing partners.
- There was no direct community involvement in the project, since, in general, the project area is uninhabited. Nevertheless The project catalysed the engagement and establishment of partnerships with community groups in Babangon (outside the main project area), through the Department of Drainage and Irrigation Sabah, Land Empowerment Forests People (LEAP) and Yayasan Hasanah. This community served as an important demonstration site towards the development of the Statewide PES policy/enactment.
- The Integrated Landscape Management Plan includes a section on community forestry, thus promoting stronger stakeholder engagement.

114. There was no major gender focus in the project, and thus, women as a target stakeholder group were not effectively included. This was perhaps unavoidable, due in large part to the fact that no communities are located within the project area. Efforts under the project to address gender concerns, were limited to recording sex-disaggregated data for participation of males and females in project-sponsored functions (e.g., workshops and training).

objective for the model. This is due to the fact that many land uses have been allocated during the interim period and the extent of likely change in such allocations going forward is substantially less than had been anticipated at the time of project design.

• On the other hand, the commitment to No Net Loss (NNL) within the project landscape has been reiterated and strengthened. This creates a new possible main objective for the model, namely, to examine alternative approaches to achieving NNL and, ultimately, to determine the most cost-effective way of achieving it."

[20] As identified by the PPG Environmental Economist in 2011. Bann, Camille. July 2011. Multi-Use Strategies for Forest Ecosystems in Sabah, Malaysia – Economic support to the UNDPGEF project preparatory phase. PPG consultancy report.

[21] These tasks had been included under the TOR of the IC-2: Economic Landscape Modeler.

3.2.5 Project Finance

115. Project activities and expenditures were guided by the approved Annual Work Plans. Tables 8 and 9[22] show comparisons between budgeted and actual expenditures. Actual spending was around 88 percent of the project budget as of June 2019 (Table 8). Annualized project expenditure was low for the first three years (0.2%, 1.6%, 2.4% of the total budget) and peaked in 2016 (37.6%) while again dropping back, to 12.2%, in 2018 (Table 9).

116. Overall, the funding commitment for co-financing was met (Table 10). A total of USD 19,630,000 was contributed, slightly more than the planned co-finance of USD 19,454,248.[23] The co-financing contribution from YS was higher than from SFD; however, this is the opposite of what was projected in the project document.

117. Financial records were well-organized and kept up to date. All Funding Authorization and Certificate of Expenditure (FACE) forms which were issued by the project were organized by year, while Combined Delivery Reports were generated by activities and year. Table 11 summarizes the relevant audits and checks that were conducted over the project period, including the National Implementation Modality (NIM) Audit by the National Audit Department of Malaysia, Implementation and Monitoring Stage Quality Assurance Report, UNDP Micro Assessment and the Harmonized Approach to Cash Transfers (HACT). Generally, the audit and check findings indicated low risk (Table 11).

118. As shown in Table 12, the budget for the Sabah MFL project was heavily weighted towards research under GEF's 'targeted research modality.' While the total investment for research did not change much from the design budget to actual expenditure, a significant reallocation occurred, with the budget for Component 3 (sustainable financing) sharply reduced, and the budget for Component 2 (on-site MFL planning and management demonstration) significantly increased. The budget for Component 1 (enabling environment optimization) fluctuated somewhat between original project design and actual expenditure.

119. The heavy weighting of budgetary resources for research activities has already been discussed in detail in Section 3.1.9.

3.2.6 UNDP and Implementing Partner Execution/Implementation

Executing Agency

120. As the Executing Agency (EA), UNDP Malaysia had responsibility for ensuring that all procedures for project management were followed, so that project activities were kept on-track. It also served as the point of contact with GEF, keeping GEF project management and technical personnel apprised of project progress.

121. UNDP was generally effective in these roles. However, some shortcomings were noted that had an impact on project performance. Among the weaknesses observed were the following:

- UNDP could have taken a more active role in identifying technical shortcomings of the IA, which required appropriate remedial actions to be taken;
- there was a need for greater input to be given in advising the IA on standard administrative and financial procedures to be followed;
- similarly, UNDP could have provided stronger guidance, perhaps to include training, in cases where the IA partners may not have been familiar with applying some of the tools routinely used in the management of GEF-supported projects. In particular, it did not appear that the IA made much use of the SRF as a practical "roadmap" for project management;
- UNDP should have tried to ensure stronger linkages be developed between the project and other relevant initiatives at the national level (e.g., CBioD, REDD+, PA Financing); and

[22] Refer back to Section 3.1.9 for financial tables.
[23] This figure is based on the 2012 average annual exchange rate. Changes in exchange rates influence the amount of co-financing. In the case where average annual exchange rates for respectively years were used, the co-financing was estimated at USD15,947,467 (Table 10).

- The project experienced significant start-up delays, highlighting the fact that the time required for advertising and selection of candidates—whether for consultants or for personnel assigned for longer-term roles in project management—needs to be factored in for project implementation.

Implementing Agency

122. As the designated Implementing Agency (IA), the SFD assigned management functions primarily to the PMU, with specific management function also being carried out by other implementing partners (including YS and the Project Board, among others). The review by the TE team found that in general, implementation and project management functions were carried out according to requirements. The PMU conducted work planning according to UNDP guidance, and met expectations; all required PIRs, APRs, quarterly progress reports, mid-year progress reports, meeting minutes, etc., were produced on-time and were complete and accurate. A website was established and is transparent, informative, and has been kept up-to-date.

123. However, it was determined that stronger technical guidance and oversight should have been provided by the IA, e.g., for developing consultants' TORs, monitoring, reviewing/accepting research reports, integrating the activities and results of consultancies into achievement of project outcomes, and applying research findings in the management of the project landscape. Among the weaknesses found relating to project management by the IA were the following:

- roles and responsibilities of PMU members were not clearly defined;
- greater effort could have been made to strengthen communications activities for the project, beyond the information that was placed on the project website;[24]
- Preparation and approval of consultants' ToRs were done without sufficient technical review; and
- More time, effort, and expertise were needed to properly review consultant reports, before acceptance and approval, with identification of gaps and comments for revisions, to ensure that these outputs could be properly applied toward achieving desired project outcomes.

124. Thus it was determined that the IA was quite capable in carrying out all administrative functions, but exhibited some weaknesses when it came to technical oversight.

RATING

125. As stated, project management by both the EA and IA was generally effective, with both entities fulfilling their basic required management functions. However, some shortcomings, which have been highlighted above, were noted in both cases. In particular, the need for providing stronger technical review and oversight was a gap that was not completely filled, and led to weaknesses which had implications for achieving the desired project results. Like many of the functions of the two entities, the technical oversight function was a responsibility shared between the EA and IA. For this TE, it was determined that the performance of both the EA and the IA in project execution and implementation warrants a rating of ***Moderately Satisfactory (MS)***; the ***MS*** rating is therefore applied for the EA and IA individually, and as the overall rating for project execution and implementation.

3.3 Project Results

3.3.1 Overall Results: Project Outcomes

126. As has already been presented, the Sabah MFL project has three main components, or outcomes, that were designed to deliver the intended project objective. In the terminal evaluation, it is

[24] It is recognized that at the time of this writing, there is still some budget remaining which is to be dedicated for this purpose, so it is quite possible that additional communications materials will be produced before project closure. Also, the relative weakness identified in this area, may be more a function of weakness in project design, rather than project management.

required that the project outcomes are analyzed to determine the extent to which they achieved, or could contribute to, the expected results.

Outcome 1: An enabling environment for optimized multiple use planning, financing, management and protection of forest landscape

127. For Outcome 1 of the project, there were several important accomplishments, which helped to establish an enabling environment for mainstreaming of biodiversity conservation in multiple use forest landscapes. These included (among others):

- land use classification changes in the project area, which could serve as a model for achieving similar objectives in other parts of the broader landscape;
- influencing State-wide policy decisions (Sabah Forest Policy) for conservation, e.g., proposed policy on Managed Retention as a "transitional" measure which could ultimately lead to adoption of a NNL/NG policy; and
- approved Cabinet paper to formulate PES and Conservation Finance mechanisms and Conservation Fee Enactment.

128. Weaknesses included (i) failure to encourage a stronger sense of ownership for the important data produced through the project's research efforts—thus weakening continued use, integration and application of the data collected; (ii) long delays in project start-up, and in administrative processes (e.g., Project Manager selection process, consultant selection, contracting) adversely affecting project efficiency and effectiveness; (iii) failure to consider clear definition and broader range of options for sustainable financing; and (iv) failure to fully assess and measure ecosystem values for incorporation into the landscape-level management plan, and failure to effectively communicate ecosystem values to policy-makers.

129. It was felt by the TE team that an opportunity for leveraging the accomplishments of Outcome 1 (and the project more generally) may have been missed, due to the fact (as explained in Sections 3.1.4 and 3.1.8) that there was apparently limited coordination between the project and other related initiatives. Possibly, it is not too late to take corrective action in this regard: by seeking out opportunities to establish connections between related ongoing and future initiatives, significant leveraging of project accomplishments may still be achieved. Among the projects and initiatives which may offer attractive opportunities for synergies to develop in the future, are the following:

- Advocacy for DaMaI (Danum-Maliau-Imbak) World Heritage listing for the broader project area and conservation sites
- Initiatives under the GEF-7 Food Systems, Land Use and Restoration (FOLUR) Impact Program
- Global Wildlife Program
- Sabah Biodiversity Strategy
- Sabah Wildlife Policy
- State-wide High Conservation Value (HCV) Forest plan and strategy
- HoB initiatives
- 12th Malaysia Plan
- Initiatives supporting Malaysia's commitments to the UN Convention on Biological Diversity (CBD)

Outcome 2: Multiple-use forest landscape planning and management system demonstrated at pilot site

130. For Outcome 2, a number of notable achievements were realized. Site-level efforts largely succeeded in modeling improved management for biodiversity conservation based on research evidence from the biodiversity related studies (i.e., landscape and ground level studies for improving habitat connectivity). In addition, many initiatives for monitoring and enforcement at the district level

were strengthened.[25] The final Integrated Land Use Management Plan for the project area, which presents a clear roadmap for the way forward in the management of the project area,was completed in September 2019. However, because the delivery of the plan was quite late, there will not be an opportunity to test and assess its effectiveness before closure of the project in December 2019.

131. A large area of logged-over forest is found in the project landscape. There are multiple reasons for undertaking forest restoration. Some interested in the forms of replanting that will produce commercially timber plantations, provide habitats for specie threatened, or protect certain ecosystems. Motives and objectives are adviced to be discussed by relevant stakeholders, in line with the Integrated Land Use Management Plan and the DaMaI Conservation Areas Management Plan.

132. Implicit in the identification of the project area as a demonstration site, is the understanding that models developed as a result of project interventions at the site, could be replicated and applied more widely at other sites. Indeed, strong potential for replication was found, particularly concerning mechanisms for developing greater connectivity of natural habitats. This is regarded as a very important achievement under the project.

Outcome 3: Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site

133. When it became apparent that it might not be possible to design and demonstrate on-the-ground PES mechanisms within the project area, an adaptive approach was taken, and a decision was made to work within a community outside the project area (in Babangon) as a demonstration site. This effort proved largely successful in demonstrating the feasibility of a community-based PES approach centered on maintenance of good ecological health in the watershed, ensuring sustainable supplies of water for downstream users.

134. A separate initiative of the project, for the development of an environmental conservation fee, will, if enacted, apply more broadly to Sabah State as a whole. It offers a strong prospect for generating revenues that could significantly contribute to securing sustainable financing for conservation and management of biodiversity throughout Sabah.

135. Quarterly reports were submitted by the Kalabakan District Forestry Office, YS, and contractors on the progress of programmes and activities carried out at the project site. In addition, estimates of total funding required to implement relevant silvicultural and forest restoration programmes, as well as costs and royalties from the different land uses were presented. Though this provided some insights into possible revenue generation and conservation financing mechanisms, there were no discussions or formal agreements for earmarking site-generated revenues and royalties to be channeled back into conservation measures at the project site. Instead, biodiversity related measures such as wildlife monitoring (e.g. at the Empayar Kejora site) were considered as in-kind contribution towards conservation. Engagement with the private sector to promote their stronger participation in biodiversity conservation should be continued—such efforts could be linked to the implementation of actions prescribed through the Integrated Land Use Management Plan.

136. A significant weakness in Component 3 was the failure to carry out a comprehensive assessment of ecosystem values based on the goods and services that could be provided—and corresponding revenues that could be generated—within the project landscape. Without this information, the full potential range of options of the landscape to produce revenues—and to produce other, intangible benefits, as well—could not be accurately ascertained.

RATING

137. As can be concluded from the foregoing discussion, each of the three project outcomes produced some significant beneficial results, but at the same time, exhibited weaknesses which prevented full realization of the expected benefits. For these reasons, the project outcomes are rated as ***Moderately Satisfactory (MS)***.

[25] However, there is a question about the degree to which such measures can be attributed to the influence of the project.

3.3.2 Relevance

138. The relevance of the Sabah MFL project is perhaps most appropriately measured in terms of its alignment with, and support for, various conservation- and biodiversity mainstreaming-oriented policies. Biodiversity conservation in Sabah is influenced by national and state policies. The Sabah Biodiversity Strategy 2012-2022 takes cognizance of the National Policy on Biological Diversity 1998 that seeks to conserve Malaysia's biodiversity and to ensure that its components are utilized in a sustainable manner for the continued progress and socio-economic development of the nation. The ten-year Strategy is closely aligned with the Convention on Biological Diversity (CBD) Strategic Plan for Biodiversity 2011 – 2020 and its 20 Aichi Biodiversity Targets (ABTs). There are clear linkages between indicators for the ABTs and the United Nations Sustainable Development Goals (SDGs). The project has shown strong consistency with both the ABTs—especially Target 11[26]—as well as with the SDGs, in particular SDG 15.[27]

139. The project also helps to establish a stronger foundation for achieving Sabah State's vision as outlined in the Halatuju (Direction) and the Sabah Development Corridor (SDC) Blueprint 2008-2025. The Blueprint focuses on key economic areas such as agriculture, services and manufacturing. In agriculture, the aim is to improve food self-sufficiency and planting high-value crops. In the service sector, the goal is to continue to enhance Sabah's position as a premier eco-adventure destination. In manufacturing, the Blueprint emphasizes the growth of resource-based manufacturing. While advancing the objective of economic development, the Blueprint takes into account the importance of conserving and protecting the environment.

140. At the national level, the project has helped to deliver the Tenth Malaysia Plan (2011-2015) and Eleventh Malaysia Plan (2016-2020) in the development of green growth. The Tenth Plan recognized the importance of environmental sustainability as part of a comprehensive socio-economic development plan. It aimed to address the issues of climate change, environmental degradation and sustainable utilization.

141. Green growth became a fundamental element in the Eleventh Plan, as articulated in the Strategy Thrust of "Pursuing green growth for sustainability and resilience." This includes conservation of Malaysia's unique biodiversity and ecological assets. The project has supported the enabling environment for conservation in terms of (i) improving the policy and regulatory framework, (ii) strengthening human capital, and (iii) developing financial instruments to support conservation initiatives. towards sustainable production and consumption.

142. Other state policies, with which the project is well aligned and relevant, include the following:

- Sabah Forest Policy 2018
- Sabah Structure Plan 2033
- Sabah State Policy on the Environment (2018 – 2033)
- Sabah Land Use Policy 2010-2020
- Sabah Tourism Master Plan (2011-2025)
- Third Sabah Agricultural Policy (2014-2024)
- Sabah Water Resources Master Plan 1998
- Strategic Plan of Action (Sabah), Heart of Borneo Initiative (2014-2020)
- 30% Totally Protected Areas of the State's land mass by 2025

[26] Target 11: "By 2020, at least 17 per cent of terrestrial and inland water areas and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascape."

[27] Goal 15: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."

143. All three project outcomes are considered to be relevant. For Outcome 1, the creation of an enabling environment for optimized multiple use planning, financing, management and protection of the forest landscape can help to ensure that conservation of biodiversity is effectively mainstreamed within Malaysian national and Sabah State policies, laws, and planning initiatives. Regarding Outcome 2, the fact that the integrated approach for planning and management of the multiple-use forest landscape has not yet been widely applied in Sabah, suggests that pilot-testing and demonstration, as attempted through the project, is required. Outcome 3 gives recognition to the fact that reliable means to secure sustainable financing for conservation measures over the long term, are a prerequisite to ensure that such measures will succeed in having the beneficial impacts they are intended to.

RATING

144. The GEF rating for relevance is given on a 2-point scale, either Relevant (R), or Not Relevant (NR). The relevance and alignment of the Sabah MFL project to numerous national and Sabah State policies, laws, and plans is described above and amply demonstrated, and thus the project is assigned a rating of ***Relevant (R)***.

3.3.3 Effectiveness

145. According to the definition provided in the GEF/UNDP guidance document, "effectiveness" is

> *"the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance."*

146. By this definition, examining the ***key accomplishments*** of the project should give an indication of its effectiveness; examining what the project failed to accomplish will provide a good measure of the factors which detract from project effectiveness.

147. Following is a listing, with short explanatory descriptions, of the project's key accomplishments:

- Fragmentation of important wildlife habitat was reduced, and habitat connectivity was restored. The project was successful in bringing about a change in the land use designation in much of the project area to "Class 1 Forest Reserve." This has ensured greater protection of biodiversity over a vast area which re-connects three existing Conservation Areas of global significance—the Danum Valley, Maliau Basin and Imbak Canyon. Collectively, this area, which contains six out of seven of Sabah's globally threatened fauna species represents an epicenter of high biodiversity importance within the "Heart of Borneo" global biodiversity hotspot. This accomplishment significantly contributes to global habitat connectivity, one of the objectives articulated under CBD's Aichi Biodiversity Target 11.
- The improved connectivity which was achieved in the project's multiuse landscape serves as a model to catalyze further opportunities for replication and scaling-up. The success of improved connectivity of protected forests in the project landscape, as described above, has sparked further interest to extend similar benefits across a broader area. Other sites in Sabah State where there is potential to improve connectivity, include (among others) the Sugut Landscape, Tabin Landscape, Tawau Landscape, Ulu Kalumpang, Crocker Range, and Nuluhon Trusmadi forest. The Sabah Forest Department, WWF (through their "Living Landscapes" program), Sabah Parks, and Sabah Wildlife Department all have an interest in such initiatives. Lessons learned from the project can be applied to the new initiatives, thus helping to avoid pitfalls and providing a roadmap for more successful outcomes.
- Research supported through the project made some ground-breaking discoveries. As part of GEF-supported initiatives for targeted research, a number of key scientific discoveries were made. Among the most interesting of these, the result of airborne Light Detection and Ranging (LiDAR) technology and geospatial mapping, was the determination that, per hectare, the above-ground carbon storage in Sabah's unlogged forests exceeds that found in the Amazon and Congo Basins. Equally exciting was the discovery that globally, the tallest trees in the tropics, which may grow up to around 100 m in height, are found in Sabah. In fact, the two discoveries are closely linked—the high carbon storage in Sabah's forests is directly tied to the

higher capacity which such tall trees provide. These discoveries only emphasize the critical importance of protecting Sabah's forests, not only for their biodiversity value, but also to mitigate the impacts of climate change.

- Under the project, an integrated management plan for the multiple use forest landscape was developed. It is anticipated that this management plan will provide the roadmap needed to guide sustainable management in the project area, including such important considerations as maintaining and protecting biodiversity resources; ensuring that ecological connectivity is maintained across the landscape; and identifying viable mechanisms to access necessary financing to support management efforts.
- Through the multi-use landscape-level approach that was applied in the project, greater cooperation and collaboration was engendered among a diverse group of stakeholders. Through the project, representatives of state government agencies, NGOs, academia, and the private sector were brought together, thus enabling stakeholders to work in a collaborative manner to achieve common goals.
- The project stimulated greater awareness of the importance of preserving biodiversity, especially among private-sector partners. Through their exposure to the conservation activities of the project, several private-sector concessionaires in the project area actively participated in the research functions of the project and benefitted from training activities supported by the project. They also gained a greater appreciation for the importance of maintaining the unique biodiversity of Sabah's critically-important dipterocarp forests. This resulted in the incorporation of a stronger ethic for environmental sustainability, and led to the application of a range of measures which further contributed to the overall conservation efforts in the area.
- Through the project, the concept of PES and Conservation Finance was approved by the Sabah State Cabinet, and progress is being made toward drafting of a legal enactment of an ecosystem conservation fee (a process which is still in process, and which can hopefully be completed before final project closure). In addition, the tourism-based conservation fee could also pave the way for considering other sustainable financing mechanisms to further strengthen conservation initiatives. These might include, for example, payment for ecosystem services (PES) mechanisms (e.g., in the water sector) and a carbon tax.
- The project has supported the formulation and realization of key environmental policy goals at the State level. One of the recent policies which has been adopted by the Sabah State Government, and perhaps the policy which is most relevant to the focal area of this project, is the Sabah Forest Policy, adopted in 2018. The project has been influential in the formulation of the Forest Policy, and at the same time, has contributed to the achievement of a number of its stated objectives. As one of its goals, the Forest Policy aims to "maintain at least 50% of Sabah's land mass under forest reserves and tree cover for long term multiple forest use." The dramatic increase in the area of Class 1 Forest Reserve lands achieved under the project represents an important contribution to this goal.
- In the Sabah MFL project, targeted research was conducted on "No Net Loss/Net Gain" (NNL/NG) of forest lands, and concluded with the recommendation that initially, an approach of "managed retention" should be applied for ensuring the preservation of forests. Managed retention is intended to ensure that, for any areas of forest reserve which are "excised", these will be replaced with forest areas of comparable size and quality. The research went on to recommend that eventually, the managed retention approach should be replaced with a more stringent NNL/NG approach. In its objective for ensuring that no reduction in the area of forest reserves occurs, the Forest Policy closely reflects the findings of this research, and accordingly, prescribes the same measures for managed retention and NNL/NG.
- Through a trial conducted in the Babagon community, the project has pilot-tested the establishment of a scheme for payment for ecosystem services (PES). In this pilot project, community members are to be paid for maintaining watershed quality and functionality, so that water resources are preserved. Along parallel lines, the Forest Policy identifies as one of its strategies, the development of a State-wide scheme for PES. Thus the Babangon pilot

implemented under the project may provide valuable lessons, that will help in formulating a State-wide PES scheme in the future.

148. Provided below are short descriptions of several important examples of instances in which the project did not achieve what it set out (or should have set out) to accomplish:

- One area which could have been given more attention was awareness-raising—there is a concern that, despite project successes in other areas, top-level decision makers still may not fully grasp the importance of conserving biodiversity resources and ensuring that ecosystem services are maintained.
- It was intended that there would be sufficient time to apply and test the usefulness and effectiveness of the integrated management plan that was produced with project support, while the project was still running. However, due to significant delays, there is not sufficient time available to do this prior to project closure.
- The project framework mentions in its objective and outcome statements the goal of establishing a "model," "management umbrella," or "system;" this implies that some sort of structure would be set up for integrated management of the multiple-use landscape. While a management plan has been prepared, it is not clear whether or not it was intended that beyond having an integrated plan, a more specific management structure should have been put in place.
- There was an extensive program for targeted research that was funded under the project, but a robust supporting program for training, technology transfer and knowledge-sharing with local practitioners was lacking. As a result, there was only limited local ownership, capacity, and interest in applying the very valuable results of the research.

RATING

149. Some of the weaknesses mentioned above are quite significant, and it is unfortunate that more attention was not given in these areas, which would undoubtedly have improved project effectiveness. Nonetheless, in balance, the key accomplishments of the project (those highlighted here, among others) were judged to be sufficiently compelling to warrant a rating of ***Satisfactory (S)*** for the effectiveness of the project.

3.3.4 Efficiency

150. The TE consultants found that in general, good effort was made to ensure the efficiency of the project. Accounting and financial systems were in place to adequately provide timely information for project implementation. In addition, progress reports were produced fairly accurately and on time. Funds were leveraged for example through partnerships on the enforcement and compliance measures and through the PES work with Yayasan Hasanah.

151. In terms of procurement, the TE found that efforts were made to comply with the relevant GEF procedural requirements while matching these to the Government procurement process. Realities and challenges arose in terms of procurement delays for the project manager and consultants which required several rounds of advertisements. Other delays also occurred, for example, in production of the integrated management plan. These delays had significant adverse effects on accomplishing a number of the project's intended outputs.

152. The TE found that while there was support and a proper framework to ensure efficient procurement processes, a major gap arose due to the lack of technical capacity to guide the development of the TORs. This was particularly the case for the economic and sustainable finance related studies. In addition, more involvement of local experts and institutions in the project design and studies would have been valuable to ensure ownership and sustainability of these studies. The appropriate balance between utilizing international expertise and local capacity was not achieved.

RATING:

153. In light of the mixed performance demonstrated by the project in terms of its efficiency, this criterion is given a rating of ***Moderately Satisfactory (MS)***.

3.3.5 Sustainability

154. Analysis of sustainability is predicated on consideration of the risks which form barriers to achieving the intended project result—the lower the risks, the higher the probability that project benefits will be sustained in the future. If one or more of the risk factors is too great, they can threaten the chances for the sustainability of project benefits. In the TE analysis for the Sabah MFL project, the following risks are taken into account: (i) financial risks; (ii) socio-economic risks; (iii) institutional and governance risks; and (iv) ecological and environmental risks. This section discusses these various risks, attempting to identify those which pose the greatest threat. Based on these analyses, ratings are assigned for financial, socioeconomic, institutional, and environmental sustainability, with the overall sustainability rating being based on consideration of the cumulative ratings for each of these components.

Financial Sustainability

155. There are several mechanisms that have been, or are being, developed or pilot-tested under the project, which can help to secure sustainable financing for biodiversity conservation efforts. These project initiatives have included (i) preparation of an ecological conservation fee enactment; (ii) testing of PES mechanisms; (iii) drafting of a policy related to PES; (iv) quantification of the management costs under the Integrated Land Use Management Plan and provision of recommendations for meeting the costs; and (v) establishment of an interim committee on sustainable finance.

156. The above efforts provide a framework and avenues for the project to continue its efforts towards financial sustainability. Other opportunities for strengthening the institutional set up of the SFD in terms of sustainable financing should still be explored further. These might include, for example, tapping into policies where financial leveraging could be achieved (such as contribution towards Malaysia's commitment towards the CBD and Paris Agreements) and emerging markets from forest services including carbon and recreation.

RATING

157. It is anticipated that one or more mechanisms initiated through the project for securing sustainable conservation financing in Sabah will come to fruition. Specifically, the enactment of a conservation fee, and/or the implementation of PES schemes, could help to ensure that conservation measures initiated under the project will be continued. Since these multiple avenues for financing reduce the financial risks, the financial sustainability of the project is given a rating of ***Likely (L)***.

Socio-economic Sustainability

158. During consultations, many respondents voiced their strong support for and ownership of the project. Also, strong political will was demonstrated to secure the integrity of the project site through land use changes. However, one clear weakness involved lack of "buy-in" and understanding by managers and technical practitioners, in their interest and ability to use the valuable data that were produced through the research activities of the project. It is believed that this situation may have occurred because there was insufficient coordination between overseas scientists who came to do the research, and their local counterparts. A stronger component for training, technology transfer and knowledge-sharing should have been an integral part of the research program.

RATING

159. During consultations, the feedback given by stakeholders gave a fairly clear indication that support for the project was, in general, quite strong. Only the failure to ensure better uptake of benefits emerging from the research program, prevented a higher score for socioeconomic sustainability, which is given a rating of ***Moderately Likely (ML)***.

Institutional and Governance Sustainability

160. Historically, Malaysia has suffered from relatively poor performance in the area of governance. In the Corruption Perceptions Index (2018),[28] Malaysia had a score of 47 out of 100, more or less at the middle of the scale from "very clean" (100) to "highly corrupt" (0). While much progress has been made in recent years in combatting corruption, challenges in this area still remain. Looking at this general backdrop, risks in the area of governance can potentially threaten the sustainability of advances for improved biodiversity mainstreaming achieved by the Sabah MFL project.

161. Other institutional risks also threaten sustainability. These include the fact that (i) changes in government may lead to changes or reversals in policies, rules, and regulations; and (ii) the rotation cycle in government Civil Service System weakens 'institutional memory' and disrupts continuity.

162. Other legal, institutional, and policy factors are more encouraging. The Sabah Forest Policy 2018 focuses on sustainable forest management, and is in line with the Aichi Biodiversity Targets and Sustainable Development Goals. This includes maintaining at least 50% of Sabah's land mass under forest reserves, achieving No Net Loss of biodiversity, and ensuring 30% of Sabah's land area are totally protected area by 2025. Additionally, in November 2018, the Sabah Legislative Assembly passed the Bill to amend Forest Enactment 1968 which came into effect on 1st January 2019. The amendment constituted insertion of "Reduce Emissions from Deforestation and Forest Degradation-Plus (REDD+)." Together with the No Net Loss of biodiversity policy approved in 2019, Sabah is making good progress in strengthening the policy and legislative framework on forestry.

RATING

163. Considering the above-mentioned factors collectively, the institutional and governance sustainability of the project is considered to be ***Moderately Likely (ML)***.

Ecological and Environmental Sustainability

164. Arguably, the premier achievement which has come about in the project landscape has been the placement of a much larger area of land under stronger protection to ensure conservation of the valuable biodiversity resources which are found there. This has been accompanied by improved connectivity with the three established conservation areas that are adjacent to the project site. This is expected to facilitate higher survivorship of many species, especially vulnerable megafauna such as elephants and orangutans, which require large areas for foraging, establishing territories for mating, and general freedom of movement.

165. Despite these significant accomplishments, threats to ecological and environmental sustainability remain. Development pressures, encroachment into forest reserves, and wildlife poaching[29] still continue to threaten environmental integrity within the multiple-use forest landscape. The planned Pan-Borneo Highway could increase ease of access of poachers to the area, and could also cut off wildlife migration routes. New economic activities being introduced in the area (e.g., ecotourism), while expected to have far less direct impact on biodiversity resources than timber production or oil palm plantation, may introduce their own (often unforeseen) impacts, and will need to be carefully monitored.

RATING

166. Taking into account the fact that strong accomplishments have been made that will help to ensure greater ecological and environmental sustainability, but keeping in mind that a number of significant risks still remain, this criterion is assigned a rating of ***Moderately Likely (ML)***.

[28] Transparency International.

[29] Recent efforts to strengthen enforcement against wildlife poaching (e.g., SFD special force team; wildlife committees) are encouraging, and can help to address this serious concern.

Overall Sustainability Rating

167. Separate ratings have been given for financial, socioeconomic, institutional/governance, and ecological/environmental sustainability, and the risks in each of these areas have been discussed. Based on consideration of the risk components, the highest risks are of an environmental nature and posed by continuing development pressures, especially in the forest sector; these are offset by advancements made under the project in securing a stronger institutional enabling environment to support improved management of forest lands and conservation of biodiversity resources, as well as the introduction of several encouraging options for securing sustainable financing.

RATING

168. Taken collectively, the TE finds that sustainability of the project is ***Likely (L)***.

3.3.6 Impact

169. GEF guidelines require that an evaluation of project impact (including consideration of progress towards achieving impact) is incorporated into the TE. The key parameters to be investigated include (i) environmental status improvement; (ii) environmental stress reduction; and (iii) progress towards stress/status change. Ratings for the three parameters are also required.

Environmental Status Improvement

170. A range of interventions initiated under the project have an influence on improving environmental status within the natural environment of the project area. These include (among others): (i) establishment of wildlife corridors to improve connectivity and reduce fragmentation of habitat; (ii) setting up plots for biodiversity surveys, to enable monitoring of biodiversity status over time; and (iii), habitat rehabilitation and restoration efforts. Nonetheless, development pressures, destructive and illegal practices (poaching, illegal harvesting) still continue to threaten environmental integrity within the multiple-use landscape.

RATING

171. Because the timeframe of the project is relatively short, when compared to the timeframe needed to bring about measurable biophysical changes in the natural environment, it is considered unlikely that this project, even if implemented to the highest level of effectiveness, would exhibit significant improvements in environmental status. Thus it is not possible to give a rating of Significant (S) for this criterion. However, the project was successful in putting in place enabling conditions to permit environmental status improvement over the long term (e.g., especially, improvements in habitat connectivity and reduced habitat fragmentation in the multiple use forest landscape). Thus a rating of ***Minimal (M)***, the next-highest available rating, is assigned for this criterion.

Environmental Stress Reduction

172. The project has been successful in putting in place key elements of an enabling framework for reducing environmental stress, especially for improved ecosystem connectivity. The dramatic increase in land area classified as Class 1 protection forest contributes directly to stress reduction. The completion of an integrated management plan provides a roadmap for improving sustainable management of biodiversity and natural resources in the project landscape. Awareness of the importance of biodiversity conservation “on the ground,” especially among private-sector stakeholders has been improved, thus further reducing stress.

RATING

173. Project interventions that resulted or could result in reductions in environmental stress included (i) reducing the stresses associated with adverse survivorship of vulnerable species in fragmented habitats; (ii) adoption of an integrated management plan to guide the implementation of initiatives to foster improved conservation of biodiversity; and (iii) some evidence that enforcement activities in the

project landscape are being strengthened. It is regarded that stress reduction achieved through these and other project actions has been successful; the rating applied for this parameter is ***Significant (S)***.

Progress Towards Stress/Status Change

174. This indicator examines those impacts of the project which are transformational in nature, i.e., those that can bring about reductions in environmental stressors, or improvements in environmental status. For the Sabah MFL project, there are good prospects for replication and scaling up of project benefits, especially n the area of achieving better ecological connectivity and linking up areas of critical habitat that have previously been isolated. In addition, through its work at the policy level, the project has achieved to a greater the mainstreaming of biodiversity, e.g., through policy actions such as amendment of the Forest Enactment 1968; formulation of the Sabah Forest Policy 2018; and approval of a PES policy. Finally, the extensive collection of data undertaken through the project has contributed significantly to baselining that can be used for future site characterization and monitoring, and improving fundamental understanding of existing environmental conditions.

RATING

175. Because of these positive developments, the progress towards stress reduction and improvement of environmental status is rated as ***Significant (S)***.

Other Considerations

176. One challenge in assessing the impact of this project (and indeed, of many development projects), involves determining the extent to which observed changes can be attributed to project interventions, vs. being the result of external factors. While this may appear to be a simple comparison between the "project scenario" and the "business as usual" scenario," in fact it is often the reality that, during the implementation of the project, other externalities arise, which may either help or hinder progress toward achievement of project goals.

177. In an effort to more accurately measure the attributability of key accomplishments, the TE team has devised a simple tool, an "Attribution Scorecard," which can be used for this purpose. While the process of using the tool is somewhat subjective, it can at least give an indication of the relative degree to which the benefits gained, or changes effected, are a result of project interventions, or of external influences. The Attribution Scorecard, presented in Table 16, gives an assessment of the key accomplishments identified for the project (as previously presented in Section 3.3.3, "Effectiveness"). The scoring in the scorecard is based on defining different levels of attributability; the key to the definitions accompanies the scorecard.

Table 16. "Attribution Scorecard" for the Sabah MFL Project

Project Key Accomplishments	Attribution Score
1.Reduced habitat fragmentation, improved connectivity, linkage with PAs in the project area	●●●
2.Replication potential for improving habitat connectivity	●●●
3.Important research findings	●●●●
4.Integrated management plan for multiple-use forest landscape	●●●●
5.Improved cooperation and collaboration among stakeholders	●●
6.Greater awareness/knowledge of importance of preserving biodiversity in multiple-use forest landscapes	●●
7.Pilot-testing and promotion of PES as sustainable financing mechanism; approval of PES and conservation finance approach by Sabah State Cabinet	●●●
8.Drafting and adoption of enactment for ecosystem conservation fee	●●●
9.Managed Retention of Sabah's Forests--moving towards biodiversity net gain and adoption of "Managed Retention practice towards achieving No Net Loss/Net Gain (NNL/NG) in the Sabah Forest Policy"	●●●

Definitions for Attribution Scorecard:		
Level 4:	Accomplishment is wholly attributable to the project	●●●●
Level 3:	Accomplishment is mainly attributable to the project, but with significant supporting influence due to external factors	●●●
Level 2:	Accomplishment is mainly due to external factors, but with significant supporting influence by the project	●●
Level 1:	Accomplishment is mainly due to external factors, with limited supporting influence by the project	●
Level 0	Accomplishment is due entirely to external factors, without any influence from the project	□

178. From the results shown in the Scorecard, it can be concluded that, in general, the key accomplishments which have been attributed to project interventions have indeed been brought about primarily through the actions of the project, or (direct or indirect) influence of the project, rather than through external factors.

3.3.7 Project Rating

179. The logical reasoning for the ratings assigned for the key criteria identified in the GEF/UNDP guidelines has been presented in the preceding sections. In addition to these, this section presents an overall rating for the project as a whole.

OVERALL PROJECT RATING

180. Strong political will was demonstrated by securing the integrity of the project site through land use changes (i.e., reclassifcation of a large land area to Class 1 Forest Reserve). This led to significant improvements in connectivity of habitat important for the survival of a number of key species, reduction of fragmentation within the landscape, and joining up the three important conservation areas of Danum Valley, Maliau Basin, and Imbak Canyon. The scientific work undertaken with support from the project led to the gathering of important information which can be used to inform ongoing and future management decision-making. The results of this research have been incorporated into the Integrated 10-year management plan for the project area. Finally, the lessons and results from measures applied in the project area, can be replicated at other sites across a much wider geography, including other sites in Sabah, across transnational boundaries within the HoB, and possibly, in other parts of the ASEAN region. These accomplishments have led to assignment of an overall rating of ***Satisfactory (S)*** for the project.

4 LESSONS AND RECOMMENDATIONS

4.1 Lessons

181. Based on careful review of the project progress, and stakeholder consultations conducted during the course of the TE, several key lessons were captured, that could be utilized to support and guide the implementation of future related projects and initiatives. Brief descriptions of lessons learned are presented below.

i) ***Proper planning and preparation for the utilization of research data is essential.*** A considerable proportion of the project budget was invested into generating research data, which provided an opportunity to establish a rigorous, science-based foundation for decision-making. However, equally important as the production of accurate and reliable data, is consideration of how the information will be applied and communicated, by whom and for whom. Adequate preparation needs to be made, to ensure that the intended users are properly prepared to understand, manage, and apply the data. This requires careful consideration and planning, and should be accompanied by appropriate training with counterparts at the outset of any such data-gathering effort.

ii) ***An initial period of socialization may help to reduce delays later on, and make project start-up processes smoother.*** An introductory preparatory period of socialization is being considered as standard practice for future GEF projects to afford sufficient time to enable

project personnel to familiarize themselves with project administrative, financial and monitoring requirements.[30]

As the Sabah MFL project involved different types of reporting at various levels, for both administrative and financial functions, socialization would be important to ensure an efficient and smooth start-up. This might include, for example, detailed briefings and guidance by the Executing Agency on standard administrative and financial reporting procedures and requirements for GEF projects. Providing additional training on standard tools used by GEF in designing and monitoring projects (e.g., SRF, METT, theory of change) to ensure good understanding among project personnel, would also be important.

Administratively, recruitment of key personnel can often result in prolonged delays at project startup. The socialization phase would provide time for these processes to proceed more smoothly. In addition, a socialization period would enable greater communication, coordination and strategic planning with stakeholders concerning the most effective mechanisms and approaches to be applied for project implementation.

iii) A clear vision and strategic direction are critical for effective project design and implementation. Having a clear vision and strategic direction are essential for developing a project which can be effectively implemented, and which will have a greater probability to achieve its intended outcomes. This is especially important for projects with challenging objectives, such as addressing threats to biodiversity. Because the vision and strategic direction for the project are expressed through the SRF, it stands to reason that the language of the SRF must be clear and concise. This will make it easier to utilize the SRF for its intended purpose as a reference and roadmap for the implementation of the project.

iv) A high level of commitment and engagement from concerned agencies (and other stakeholders) is essential for project success. The project benefitted from the high level of commitment and engagement from key agencies and organizations (including government agencies, private sector and NGOs) to ensure the smooth implementation of the project at the project management and implementation levels.

v) The private sector can play an important role in biodiversity conservation, especially in a multiple-use landscape setting. Because of the stress placed on the "multiple-use" nature of forest management in the project, the private sector (specifically, Rakyat Berjaya as the concession holder under YS, and other private contractors) were closely involved in implementation. This provided a mechanism for collaboration and engagement with the private sector, for assessing ways to mainstream biodiversity into management practices on the ground. Through their involvement in the project, managers in the private sector became more attuned and sensitized to the critical need for strengthening biodiversity conservation interventions in the context of a multiple-use forest landscape.

vi) "Analysis paralysis" can prevent progress from being made, while adopting the Nike "Just Do It" approach may help to overcome barriers and lead to successful testing of innovative methods. Sometimes, situations arise in which it is necessary to take action in a timely manner so that a project or activity can move forward—even if the proposed methodology has not been fully proven.[31] In such cases, delaying the action so that further fine-tuning can be done in greater detail, may be counter-productive. As long as the proponent has a reasonable level of confidence that a particular method will not have adverse environmental consequences, "just doing it" may enable the methods to be tested, proven, and adapted or adjusted as needed—this can lead to new insights and innovative solutions. This approach is very much in line with the GEF focus on testing and developing new and innovative methodologies which can be more widely applied through replication.

vii) To ensure success in carrying out complex multi-dimensional projects, experienced leadership is required. The Sabah MFL project was a complex, multi-dimensional

[30] Pers. Comm., Mr. Gabriel Jaramillo, Regional Technical Advisor, UNDP-Global Environment Finance, UNDP Bangkok Regional Centre.
[31] The lesson is drawn from experience concerning the research project on NNL/NG.

endeavor, involving a wide range of stakeholders, and requiring a good technical understanding of the issues concerning multiple use forest landscape management. Good leadership skills that are needed to ensure successful performance in such a project would include (among others): good social and communications skills, tolerance, and patience, and a good understanding of the scientific method, and the ability to design, manage and implement appropriate scientific field research activities.

viii) ***To develop appropriate management mechanisms, it is important that preparatory steps are carried out in a logical sequence***. For example, to prepare for formulation of an environmental management policy, the first step would be data gathering. After necessary information is obtained, a feasibility analysis would be conducted. Only after these steps have been completed would it be appropriate to formulate the policy. Formulating the policy without having gone through the proper preparatory steps would result in having a policy with inherent weaknesses.

4.2 Recommendations

182. Emerging from the consultations and analytical work performed during the course of the TE, and in some cases flowing directly from the lessons learned, are a series of recommendations which could be applied when decisions are being made about the formulation of new projects or initiatives for mainstreaming biodiversity conservation, especially when these are within the context of a multiple-use forest landscape environment. The key recommendations are presented below.

i) ***Undertake measures to replicate better ecological connectivity, as demonstrated in the project area.*** One of the major "success stories" of the project was the linkage of three well-known but previously isolated conservation areas, through reclassification of adjacent lands within the project area, as protected Class 1 Forest Reserve. A number of very promising opportunities for replication and expansion of connectivity areas within the multiuse forest landscape of Sabah (and beyond) have been identified (e.g. Danum Valley – Ulu Kalumpang – Tawau Hills Park; Crocker Range – Nuluhon Trusmadi forest, SWD sites – Kinabatangan Wildlife Sanctuary, Kulamba FR-Tabin WR, proposed ecological corridors, habitat restoration sites and living landscapes initiatives under WWF-Malaysia). It is recommended that relevant partners and actors coordinate their efforts (i.e., collaborative discussion, planning, on-site surveys and research) to ensure that the objective of re-establishing ecological connectivity across a larger area within the multiple use forest landscape, is realized to the greatest extent (and as rapidly as) possible***.***

ii) ***Take steps to ensure that research data is given relevance through continuing application and dissemination.*** The project had the opportunity to undertake cutting edge science, and had access to both international and local experts through the considerable investment that was made in targeted research. Key primary data were established to demonstrate the global significance of the project site and adjacent conservation areas. However, the project failed to take steps to ensure that local counterparts responsible for forest land management fully understood the data, and the methods for applying the data for management decision-making and problem-solving.

In order to ensure that data are applied, utilized, and disseminated to the greatest extent possible, thus maximizing the benefits that might result from targeted research efforts, it is recommended that, for future research-based initiatives:

- Local counterpart researchers and managers work closely with external specialists to design research programs, and to gather data;
- Local counterpart researchers and managers receive in-depth training to ensure that they are competent in the management and application of new systems and so that they fully understand how to apply the data that have been gathered;
- communication materials are developed to highlight key research findings, so that these can be shared with policy- and decision-makers, potential funders and collaborators, and the general public; and

- means are explored to ensure that significant research findings are considered in State- and national-level policy-making (e.g., for 12th Malaysia Plan, statewide HCV Forest Plan, statewide Forest Management Plan, revision of the Sabah Biodiversity Strategy) and related future projects (e.g. FOLUR).

***iii) Uphold the ban on oil palm plantations in permanent forest reserves; confine plantations to previous agricultural or degraded lands*.** In October 2018, the Sabah Chief Minister agreed with the federal government's stance on not allowing any future plantation development, including oil palm plantations, in permanent forest reserves in Sabah. Previous agricultural or degraded lands can be utilized for plantations. Respect for the prohibition is expected to be upheld, in line with the Sabah Forest Policy 2018 mission – towards the realization of sustainable forest management. To ensure that this position is maintained, it is recommended that advocacy be undertaken, to uphold the ban on oil palm plantation development in permanent forest reserves.

iv) Strengthen the role of the private sector in biodiversity conservation, within multiple-use forest landscapes. It is recommended that the following steps be taken to promote greater engagement with the private sector in biodiversity conservation efforts:

- **Foster networking among the plantation community:** (e.g. forest plantation and mosaic planting enterprises) to promote mutual benefits of planters and corporations, as well as the development of the plantation industry in Sabah, through associations or working groups (e.g., Borneo Forestry Cooperative)
- **Conduct relevant training and capacity building:** this could include training provided by qualified forestry experts (e.g., academicians, or SFD personnel), cross-training site visits, etc.
- **Promote Information sharing:** Explore the potential and usefulness of creating a shared database for wildlife monitoring to guide management and monitoring decisions and identify support needed (at forest plantation sites).

  - Strategy) and related future projects (e.g. FOLUR).

v) Take action to promote the institutionalization of sustainable financing mechanisms for biodiversity conservation in Sabah State. In the Sabah MFL project, significant advancements were made in a number of areas with respect to promoting sustainable financing. These included demonstration of a mechanism for payment for ecosystem services (PES), and progress toward drafting an enactment for an environmental conservation fee, to be adopted by the State government. To ensure the continuity of progress made under the project, the following actions are recommended:

- Formalize and strengthen the Interim Committee on Conservation Finance as a platform to share experiences, and guide, steer and develop state capacity on conservation finance mechanisms (including PES and bio-offsets on NNL/NG);
- Explore ways to integrate the collection of the ecosystem conservation fee within the existing system for collection of departure tax (introduced 1st September 2019) to simplify the transaction process and to minimize inconvenience to visitors;
- The management of the Ecosystem Conservation Fee Trust Fund is a subject that requires further clarification. It is recommended to consider the following factors: best practices for establishing and operating an independent Conservation Trust Fund;[32] potential for working towards a long term endowment goal for the trust fund; and feasibility for the Trust Fund to accept contributions from other earmarked environmental funds (e.g. Ecological Fiscal Transfer Funds from the Federal Government, being developed under the 12th Malaysia Plan, REDD+, Biodiversity Offset funds, etc.);

[32] https://www.conservationfinancealliance.org/practice-standards-for-ctfs

- Adopt a clear definition on sustainable finance mechanisms (e.g. CBD definition). The concept of sustainable finance is not limited only to revenue generation, but also includes other elements (e.g., diversification of revenue sources and portfolio; cost savings and cost sharing approaches; avoided future expenditures approaches; improving PA financial planning; meeting financial gaps based on a strategic document; and identification of ways to enhance revenue retention and reinvestment into PA management. Before deciding upon a specific mechanism to develop for sustainable financing, a useful approach would be to conduct a rapid pre-feasibility assessment to analyze the available options, in terms of potential financial returns, administrative and transaction costs, political and social acceptability and environmental impacts;
- Tap into the BIOFIN catalogue of finance solutions to explore potential sustainable finance mechanisms (http://www.biodiversityfinance.net/about-finance-solutions-catalogue);
- Identify and build the capacity of potential SFD personnel to work on sustainable finance mechanisms that are relevant to forest management.

vi) Adopt measures to improve the efficiency of project design, implementation, and management functions. Several areas of weakness were noted throughout various stages of the project cycle, from project design to project evaluation. These flaws could be corrected in future projects if appropriate preventive measures are applied. It is recommended that the following best practices be adopted in order to improve performance in project design, project management, implementation, and monitoring and evaluation:

- **Usage of TE reports:** From the analysis done for this TE, there was no clear evidence to show that, for the conceptualization and design of the project, the findings of TEs from other related projects had been taken into account. Considerable time, effort and resources are spent in preparing TEs. Among the most useful outputs of the TE are the lessons learned and recommendations, both of which are intended to be used to suggest viable design options and to help avoid pitfalls when formulating new projects. In order to ensure that TEs are used for this purpose, it is recommended that a specific requirement for review of relevant TEs be included in the TOR for specialists tasked to prepare GEF project documents.
- **Socialization period at project start-up**: It is recommended that a "socialization period" be incorporated into the structuring of the project workplan and timeframe. The socialization period would represent a period of time (perhaps 6 months to 1 year) additional to the time allocated for implementation of project activities. The purpose of following such a format would be to allow adequate time for project start-up functions including contracting of project manager and other project staff, and to enable project personnel to receive training on all necessary administrative and financial processes needed to ensure efficient and smooth project start-up. In addition, the socialization period would enable the incorporation of lessons from previous projects. Functions to be carried out during socialization would be defined in a "standard operating procedure" (SOP) guidance document to be prepared for this purpose.
- **Project performance canvas:** It is recommended that a "project performance canvas" be developed for all future projects. The SRF for the Sabah MFL project is presented over 25 pages in the project inception report, making it very difficult to use as a project roadmap and to capture an overview of the project at a glance. By contrast, the project performance canvas would be an abridged version of the SRF, that incorporates the project objectives, outcomes, outputs, indicators, and targets in a one- to two-page document (similar to the business model canvas concept). The simplified SRF would be easy to follow and to use as a handy reference, throughout the implementation of the project. It could be referred to frequently as a cross-check reference for project planning, reporting, monitoring and communications with

stakeholders.

- **Time allocation for the procurement of consultants:** The average time involved in the engagement of a consultant under the project was around seven months. For new projects, sufficient time should be reflected in the workplan in anticipation of the potential delays in the procurement of consultants.
- **Communication strategies**, **knowledge management and capacity building:** Communications, knowledge transfer, and capacity building are important elements of all projects. For the Sabah MFL project, very little attention was paid to these aspects, and weaknesses resulted because of this. For new projects, it is recommended that adequate attention be paid at the outset to incorporating strong programs for communications, knowledge management, and capacity building.

vii) Link lessons learned from the Sabah MFL project with other related initiatives. While not much emphasis was placed on linkage with other related initiatives during project design and implementation, there is still opportunity to apply lessons learned from the project (as presented in this TE) and to link these with ongoing or new initiatives. Doing so would provide possible opportunities for gaining useful insights about viable mechanisms for strengthened conservation of biodiversity, building capacity, and knowledge-sharing. Among the initiatives that might derive benefits from the lessons of the Sabah MFL project are: the activities of the Sabah Biodiversity Council; activities associated with implementation of the Sabah Biodiversity Strategy 2012-2022, the proposed GEF-7 FOLUR project; and the proposed listing of the DaMaI (Danum-Maliau-Imbak) area as a UNESCO World Heritage Site. Lessons from the project will inform the design and choice of policy and management decision-making.

5 CONCLUSION

183. The project, “Biodiversity Conservation in Multiple Use Forest Landscapes in Sabah, Malaysia” has been effective in bringing about a number of significant changes that can help to ensure the mainstreaming of biodiversity conservation in Sabah. Some of the key project accomplishments have included: (i) improved habitat connectivity, linkage with protected areas, and reduction in fragmentation on lands within the project area, brought about through reclassification of large land areas to Class 1 Forest Reserve Status; (ii) production of significant scientific findings through field research; (iii) completion of an integrated management plan for the multiple-use forest landscape; (iv) improved cooperation and collaboration among stakeholders; (v) greater awareness and knowledge of the importance of preserving biodiversity in multiple-use forest landscapes, especially within the private sector; (vi) pilot-testing and promotion of payment for ecosystem services (PES) as a viable sustainable financing mechanism, and approval of PES and the conservation finance approach by the Sabah State Cabinet; (vii) drafting and adoption of an enactment for an ecosystem conservation fee; and (viii) facilitating a conservation approach based initially on managed retention of Sabah’s forests, and moving towards adoption of a “no net loss/net gain” policy for Sabah’s forest lands.

184. In addition to the achievements mentioned above, the Terminal Evaluation team concluded that there are many exciting opportunities to carry forward lessons from the Sabah project. This could best be accomplished by taking action on the recommendations provided here. Among the most promising of these is the opportunity to replicate project success, by strengthening the ecological connectivity of important areas of natural habitat at other sites within multiple use forest landscapes in Sabah, and beyond. Using the success of the project as a model, it is hoped that the government agencies and NGOs who work in the biodiversity conservation arena will focus strong effort and attention to bring about the transformations in policy, land use classification, and management practice that are needed to effect on-the-ground changes which result in strengthening and maintaining the functionality of important biodiversity corridors.

185. The project has largely fulfilled its function of demonstrating best practices for strengthening mechanisms to protect ecological functioning and integrity in the multiple use forest landscape. It is hoped that through a process of replication, the benefits which have been achieved thus far can be further strengthened and disseminated in the future.

186. Based on the extensive factual evidence gathered during the course of the terminal evaluation, and acknowledging the significant progress that has been made in mainstreaming biodiversity conservation in multiple-use forest landscapes in Sabah, as a result of project interventions, the project is given an overall rating of ***Satisfactory (S)***.

ANNEXES

Annex A **Consultants' Terms of Reference**

Annex B **List of Documents Reviewed**

Annex C **TE Mission Schedule**

Annex D **List of Persons Interviewed**

Annex E **Evaluation Ratings Scales**

Annex F **Evaluation Questions and Evaluation Criteria Matrix**

Annex G **Consultant Agreement Forms**

Annex A Consultants' Terms of Reference[33]

Lead Expert and Evaluator Biodiversity Conservation in a Multiple Use Forest Landscapes in Sabah, Malaysia

Location :	Home-based with travel to Putrajaya, Kota Kinabalu and Sandakan, MALAYSIA
Application Deadline :	14-Dec-18 **(Midnight New York, USA)**
Time left :	11d 7h 43m
Type of Contract :	Individual Contract
Post Level :	International Consultant
Languages Required :	English
Starting Date : (date when the selected candidate is expected to start)	01-Mar-2019
Duration of Initial Contract :	60 man-days over 7 months
Expected Duration of Assignment :	60 man-days over 7 months (1 March - 31 October 2019)

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1. Background

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all full and medium-sized UNDP supported GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference set out the expectations for a Terminal Evaluation (TE) of the *Biodiversity Conservation in the Multiple Use Forest Landscapes in Sabah, Malaysia* (Sabah MFL) (PIMS# 4186).

Project Summary:

Project title: Biodiversity Conservation in the Multiple Use Forest Landscapes in Sabah, Malaysia

GEF financing: USD 4,400,000

Co-financing: USD 19,500,000

Implementing partner: Sabah Forestry Department (SFD), Malaysia

Project start date: 22 June 2012

Project closing date: 21 June 2018 (original), 21 December 2019 (actual)

Objective and Scope:

The Sabah MFL project was designed to institutionalize a multiple-use forest landscape planning and management model which brings the management of critical protected areas and connecting landscapes located in the Yayasan Sabah (Sabah Foundation) Sustainable Forest Management License Agreement (SFMLA) area under a common and integrated management umbrella strategy in order to mainstream biodiversity, ecosystem functions and resilience, while enabling ongoing sustainable uses. The 261,264 ha project landscape located in the eastern part of Sabah is a contiguous block that forms an important connecting land mass between three sizeable and renowned protected areas in Sabah. These are: Maliau Basin Conservation Area (58,840 ha),

[33] TOR for Lead Expert and Evaluator.

located to the west of the project area; Danum Valley Conservation Areas (43,800 ha) to the east and Imbak Canyon Conservation Areas (16,750 ha) to the north.

The project aims to achieve this objective through delivery of three interconnected components:

1. An enabling environment for optimized, multiple use planning, financing, management and protected of forest landscapes;

2. Demonstration of multiple-use forest landscape planning and management system; and

3. Sustainable financing of protected areas and associated forest landscape areas demonstrated at the pilot site.

An inception workshop in July 2013 and a follow up strategic framework workshop in October 2013 revealed that there had been significant changes in the land use allocations within the project landscape. Stakeholders expressed concern that proposed changes within the project landscape would have major impacts on biodiversity and on the viability of key conservation areas and financing mechanisms that the project had been planning to support.

In response to these changes, a Technical Working Group consisting of government officials and civil society stakeholders was established and subsequently, a Memorandum of Understanding was signed between UNDP and Sabah Forestry Department (SFD) on 12 November 2014 on the agreed actions and principles to be adhered with regards to the land use allocations in the project landscape. The midterm review was conducted in April to November 2017.

Relevant project documentation can be referred below:

- Signed project document at http://www.my.undp.org/content/malaysia/en/home/operations/projects/environment_and_energy/80468_forestlandscapes.html

- Signed Memorandum of Understanding (MOU) between United Nations Development Programme and Sabah Forestry Department dated 12 November 2014 at http://www.forest.sabah.gov.my/undpgefproject/publication

- Inception report dated 31 December 2014 at http://www.forest.sabah.gov.my/undpgefproject/publication

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Evaluation Approach and Method:

An overall approach and method[1] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects* at http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf. A set of potential questions covering each of these criteria can be referred to Annex 4 of the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular, GEF operational focal point, UNDP Country Office, project team, UNDP-Global Environmental Finance Regional Technical Adviser based in Bangkok and key stakeholders. The evaluator is expected to conduct a field mission to Putrajaya, Kota Kinabalu and Sandakan, Malaysia including the following project site in the East of Sabah. Interviews will be held with the following organizations and individuals at a minimum: Natural Resource Office, Sabah Forestry Department, Sabah Foundation, Sabah Biodiversity Centre, Sabah Wildlife Department, UNDP Malaysia Country Office, concession holders and local communities. Detailed list of stakeholders will be given upon confirmation of assignment.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Mid-Year Progress Report, Annual Project Report, Project Implementation Review (PIR), project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide a list of documents to the evaluator for review.

Evaluation Criteria & Ratings:

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Project Document), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are in page 34 of the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*.

Project Finance/Co-finance:

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data to complete the co-financing table below, which will be included in the terminal evaluation report.

Mainstreaming:

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Impact:

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[2]

Conclusions, Recommendations and Lessons:

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**.

Implementation Arrangement:

The principal responsibility for managing this evaluation resides with the UNDP CO in Malaysia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

[1] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

[2] A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009

2. Duties and Responsibilities

The Lead Expert and Evaluator will perform the key tasks as follows:

- Lead and assign division of work for a team of two independent experts including National Expert in Biodiversity & Forest and Environmental Economist who will jointly conduct the Terminal Evaluation.
- Conduct a document review of project documents i.e. Country Programme Action Plan (CPAP) 2016 – 2020 between UNDP and Government of Malaysia, Project Identification Form (PIF), UNDP Initiation Plan, Project Document, Environmental and Social Safeguard Policy (ESSP), Project Inception Report, Project Implementation Reviews, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.; provided by UNDP Malaysia Country Office and Project Team.
- Prepare the TE inception report detailing evaluation approach and method, evaluation questions and criteria matrix, list of stakeholders, field mission schedule, overall work plan and TE report outline and content.
- Plan and facilitate in a TE inception workshop during the field mission to clarify their understanding of the objectives and methods of the TE.
- Conduct field mission with TE team that consist of interviews with stakeholders who have project responsibilities and site visit to the project landscape area in Sabah.
- Assess the following four categories of project progress based on the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects* for requirements on ratings. No overall rating is required.
- Produce a draft final TE report with TE team members.
- Plan and conduct the TE concluding workshop.
- Finalize and submit the TE report to UNDP.

Deliverables:

- TE Inception Report including field mission programme: TE team clarifies objectives and methods of the Terminal Evaluation no later than 4 weeks before the field mission. To be

sent to UNDP Malaysia Country Office and project management. Approximate due date: 31 March 2019

- Planning of Field Mission: 1 - 7 April 2019
- Field mission: 8 – 18 April 2018
- PowerPoint Presentation: Initial Findings presented to project management, stakeholders and UNDP Malaysia at the end of the TE field mission. Approximate due date: 19 April 2018
- Draft Final Report: Full draft report with annexes within 6 weeks of the TE field mission. Approximate due date: 31 May 2019
- TE concluding workshop. Approximate due date: 15 - 16 July 2019
- Final Report*: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final TE report. To be sent to the UNDP Malaysia within 2 weeks of receiving UNDP and stakeholders' comments and feedback from the TE concluding workshop. Approximate due date: 30 September 2019

**The final TE report must be in English. If applicable, UNDP Malaysia may choose to arrange for a translation of the report into Malay language – the official language more widely shared by national stakeholders.*

Timeframe:

The total duration of the assignment will be 60 working days starting 1 March 2019, and shall not exceed 7 months from when the Lead Expert@Evaluator is hired.

- 1 – 5 March: Prep the TE Team (handover of project documents);
- 5 – 25 March: Document review and preparing TE Inception Report;
- 25 March - 7 April: Finalization and validation of TE Inception Report, and preparation of field mission;
- 8 – 19 April: Field mission: stakeholder meetings, interviews, field visits;
- 19 April: Mission wrap-up meeting & presentation of initial findings;
- 20 April – 31 May: Preparing draft report;
- 1 June – 14 July: Preparing for TE concluding workshop;
- 15 – 16 July: Conduct TE concluding workshop;
- 17 July – 31 August: Incorporating audit trail on draft report/Finalization of TE report;
- 1 – 15 September: Further feedback and acceptance of TE report by UNDP;
- 30 September: Expected date of full TE completion.

Terms of Payment:

The payments will be performance-based and regularly assessed by UNDP Malaysia Country Office. The breakdown of payment is as follow:

1. 10% upon submission and acceptance of detailed work plan;
2. 30% upon submission and acceptance of the inception report;

3. 40% upon submission and acceptance of the 1st draft terminal evaluation report;
4. 20% upon submission and acceptance of the final terminal evaluation report by UNDP Country Office and UNDP Regional Technical Adviser.

Duty Station:

All travel within Malaysia will be arranged and provided by UNDP Malaysia and Project Team except international travel from home base to Putrajaya, Malaysia. Accommodation and meals will be provided for in-country travel.

Travel:

- International travel will be required to Kuala Lumpur, Malaysia during the field mission;
- The Basic Security in the Field II and Advanced Security in the Field courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under *https://dss.un.org/dssweb/*.

3. Competencies

The Lead Expert@Evaluator cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have conflict of interest with project related activities.

Functional competencies:

- Extensive knowledge in biodiversity and ecosystems;
- Familiar with Convention on Biological Diversity (CBD) and proficiency in Nagoya Protocol
- Sound analytical and organisational skills;
- Excellent communication and writing skills.

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment;
- Demonstrates integrity by modelling the UN's values and ethical standards.

4. Required Skills and Experience

Minimum Master's Degree or equivalent in conservation biology, ecology, environmental studies (science and/or management), environmental economics, forestry, natural resources or biodiversity conservation or related fields.

Experience:

- Experience with result-based monitoring and evaluation methodologies for at least 10 years;
- Experience working with the GEF or GEF-evaluations for at least 5 years;
- Experience working in Malaysia, South-East Asian or Asia-Pacific region;
- Technical knowledge in forest landscape management, conservation biology and/or landscape ecology for at least 10 years;
- Demonstrated experience in the application of GIS/remote sensing and image analysis related to biodiversity and ecosystems will be an asset.

Language:

Excellent command of English.

Documents to be included when submitting the proposals:

Interested individual applicants must submit the following documents/information to demonstrate their qualifications:

1. Completed Letter of Confirmation of Interest and Availability (Annex 1) provided by UNDP;
2. Technical Proposal on how your qualifications and experience can lead towards the successful deliverable of this assignment within the required timeframe, and provide a detailed methodology on how you will approach and conduct the assignment;
3. Financial Proposal (Annex 2) should specify a total lump sum amount including a breakdown of working days, travel and relevant costs using the financial proposal template;
4. Personal CV including areas of expertise and experience in similar projects and at least three (3) references in the format of UN Personal History Form (P11 form).

How to Apply:

- Kindly download the Letter of Confirmation of interest and availability, Financial Proposal Template, P11 form and General Terms & Conditions mentioned below;
- Read and agree to the General Terms & Conditions;
- Click the 'apply'icon and complete what is required;
- Scan all documents into 1 pdf folder and then upload;
- For clarification question, please email to procurement.my@undp.org. The clarification question deadline is three (3) days before the closing. When emailing for clarification questions, please put "**MyIC/2018/032"** as the subject matter.

Forms and General terms & conditions to be downloaded:

- The UN Personal History Form (P11) is available at:http://www.my.undp.org/content/dam/malaysia/docs/Procurement/P11%20for%20SC%20&%20IC.doc?download

- The Letter of Confirmation of Interest at: http://www.my.undp.org/content/dam/malaysia/docs/Procurement/Letter%20of%20Interest%20_Annex%201.docx

- The Financial Proposal Template at: http://www.my.undp.org/content/dam/malaysia/docs/Procurement/MyIC_2018_031%20Financial%20Template.docx

- The General Terms & Conditions for Individual contract is available at:http://www.my.undp.org/content/dam/malaysia/docs/Procurement/General%20Conditions%20of%20Contract%20for%20IC.pdf?download

- The General Terms & Conditions for Reimbursement Loan Agreement is available at:http://www.my.undp.org/content/dam/malaysia/docs/Procurement/Reimbursable%20Loan%20Agreement%20_%20Terms%20&%20Conditions.pdf?download

Criteria for selection of the best offer:

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

a) Technical proposal including educational background and experience on similar assignments will be weighted a max. of 70%. The evaluation criteria are:

- Experience with result-based monitoring and evaluation methodologies for at least 10 years;

- Experience working with the GEF or GEF-evaluations for at least 5 years;

- Experience working in Malaysia, South-East Asian or Asia-Pacific region;

- Technical knowledge in forest landscape management, conservation biology and/or landscape ecology for at least 10 years;

- Demonstrated experience in the application of GIS/remote sensing and image analysis related to biodiversity and ecosystems will be an asset.

b) Financial proposal will weigh as 30% of the total scoring.

UNDP applies a fair and transparent selection process that will consider the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Annex B List of Persons Interviewed

The individuals named below were interviewed and consulted during the course of this TE, and provided much of the information which formed the basis for supporting the findings of the evaluation.

Terminal Evaluation Field Mission Opening Meeting, 9 July 2019

No	Name	Designation and Organization
1	Frederick Kugan	Deputy Chief, Sabah Forestry Department
2	Osman Bin Bangkong	Kalabakan DFO, Sabah Forestry Department
3	Siti Zubaidah S. Abdullah	PPK(D) Sabah Forestry Department
4	Gerald Jetony	Rep. Secretary of NRO as Project Board Chairman/Director SaBC, NRO and SaBC
5	Dr. Yap Sau Wai	Group Manager, CEMD, Sabah Foundation
6	Marcellinus Gidung	Operation Manager, Rakyat Berjaya Sdn Bhd.
7	Lim Ming Siang	Assistant Director, State Economic Planning Unit
8	Anthea James Jipanus	Principal Assistant Secretary, Ministry of Finance
9	Mary Malangking	Head of Research and Tourism Development, Ministry of Tourism, Culture & Environment
10	Sen Nathan	Assistant Director, Sabah Wildlife Department
11	Dr. Robecca Jumin	Head of Conservation, Sabah, WWF-Malaysia
12	Julia Ng	Programme Leader, WWF-Malaysia
13	Gerad Hu	Empayar Kejora Sdn Bhd
14	Prisca Thomas	Senior Director, Department of Irrigation Sabah
15	Ludi Apin	Assistant Director, Sabah Parks
16	Nurshafenath Shahruddin	Monitoring and Evaluation Analyst, UNDP Malaysia
17	Ange Tan Seok Ling	Environmental Analyst, UNDP Malaysia
18	James T. Berdach	TE Consultant
19	Yeo Bee Hong	TE Consultant
20	Tong Pei Sin	TE Consultant
21	Jeflus S. Sinajin	Project Manager, Sabah MFL Project
22	Lee Ka Han	Project Assistant, Sabah MFL Project

Meeting with Rakyat Berjaya Sdn Bhd, Luasong, 12 July 2019

No	Name	Designation and Organization
1	David Yong	Officer in Charge (Tawau)
2	Charles Garcia	Plantation Manager, Empayar Kejora
3	Abd Wahab Latip	Senior Timber Processing Officer (Tawau)
4	Ronnie Bibi	Assistant Senior Forest Officer
5	Alexander Ajin	Senior Forest Ranger
6	Eirash Dalinting	Assistant Senior Deputy Health Officer
7	Marcellinus Gidung	Operation Manager

RT Plantation, 13 July 2019

No	Name	Designation and Organization
1	Mohd Zainur Pijal Yusuf	ADFO PPD Kalabakan
2	Anuwar M. Umar	RT Plantations
3	Rick Boyd Untong	RT Plantations
4	Shuaib Jamsudid	RT Plantations
5	Mohd Alwi Lataju	RT Plantations
6	Mohd. Farid G.	RT Plantations
7	Ramlah Sakil	RT Plantations
8	Al-Kalid Talib	RT Plantations
9	M. Sharol Bin Zainal	RT Plantations
10	James Berdach	UNDP/TE
11	Yeo Bee Hong	UNDP/TE
12	Tong Pei Sin	UNDP/TE
13	Jeflus Sinajin	Sabah MFL Project Manager
14	Lee Ka Han	Sabah MFL Project Assistant

Expert Group Meeting, Sabah Forestry Department, 15 July 2019

No	Name	Designation and Organization
1	Datuk Mashor Mohd Jaini	Chief Conservator of Forests, Sabah Forestry Department
2	Mr. Frederick Kugan	National Project Director, Deputy Chief, Sabah Forestry Department
3	Dr. Robert C. Ong	Deputy Chief (R&D)
4	Dr. Reuben Nilus	Research Officer, Forest Research Centre
5	Dr. Joan T. Pereira	Research Officer, Forest Research Centre
6	Dr. Arthur Chung	Research Officer, Forest Research Centre
7	Eyen Khoo	Research Officer, Forest Research Centre
8	Ricky M	Sustainable Forest Management Division
9	James Berdach	UNDP/TE
10	Yeo Bee Hong	UNDP/TE
11	Tong Pei Sin	UNDP/TE

Expert Group Meeting, Grandis Hotel, Kota Kinabalu, 16 July 2019

No	Name	Designation and Organization
1	Dr. Colin R. Maycock	Lecturer, University Malaysia Sabah
2	Cynthia Ong	Executive Director, Forever Sabah
3	Dr. Marc Ancrenaz	HUTAN-KOCP
4	Dr. John Tay	Forestry Consultant
5	James Berdach	UNDP/TE
6	Yeo Bee Hong	UNDP/TE
7	Tong Pei Sin	UNDP/TE

Stakeholder Dialogue Session on TE Preliminary Observation & Way Forward, 19 July 2019

No	Name	Designation and Organization
1	Frederick Kugan	Deputy Chief, Sabah Forestry Department
2	Musa Salleh	Head of SFM, Sabah Forestry Department
3	Zulkifli Suara	Head of SPP, Sabah Forestry Department
4	Mahali Yusin	Sabah Forestry Department
5	John Sugau	Research Officer, FRC, Sabah Forestry Department
6	Mohd Zainur R. Yusof	Kalabakan AFDO, Sabah Forestry Department
7	Siti Zubaidah S. Abdullah	PPK (D) Sabah Forestry Department
8	Gerald Jetony	Rep. Secretary of NRO as PB Chairman/Director SaBC
9	Dr. Yap Sau Wai	Group Manager, CEMD, Sabah Foundation
10	Siti Nursarah	RBJ, Sabah Foundation
11	Adnan Jeman	RBJ, Sabah Foundation
12	Lim Ming Siang	Assistant Director, State Economic Planning Unit
13	Miklin Ationg	Principal Senior Assistant Director, Department of Irrigation and Drainage Sabah
14	Mary Malangking	Head of Research and Tourism Development, Ministry of Tourism, Culture and Environment
15	Dr. Sen Nathan	Assistant Director, Sabah Wildlife Department
16	Assoc. Prof Dr. Berhaman Ahmad	Rep DVC (R&D), University Malaysia Sabah
17	Julia Ng	Programme Leader – STCP, WWF-Malaysia
18	Datuk Dr. Glen Reynolds	Director, SEARRP
19	Dr. Marc Acrenaz	HUTAN KOCP
20	Dr. John Tay	Forestry Consultant
21	Charles Garcia	Consultant, Empayar Kejora Sdn Bhd
22	Gerald @ Nonoi Hiu	Advisor, Empayar Kejora Sdn Bhd
23	Ramlah Sakil	Document Controller, RT Plantations Sdn Bhd
24	Ange Tan Seok Ling	UDP Malaysia
25	James Berdach	UNDP/TE
26	Yeo Bee Hong	UNDP/TE
27	Tong Pei Sin	UNDP/TE
28	Jeflus Sinajin	Sabah MFL Project Manager
29	Lee Ka Han	Sabah MFL Project Assistant

Project Consultants

No	Name	Relevant consultancies
1	Dr Gregory Asner	Forest and carbon mapping using LiDAR, Carnegie Airborne Observatory (CAO)
2	Mr. Christian Scriver	Project Landscape Management Plan, NepCon
3	Prof. David Burslem	Biodiversity Assessment, University of Aberdeen
4	Ms. Kerry ten Kate	No Net Loss/Net Gain of Biodiversity, Forest Trends
5	Dr Amrei von Hase	No Net Loss/Net Gain of Biodiversity, Forest Trends
6	Dr Agnes Agama	No Net Loss/Net Gain of Biodiversity, Forest Trends
7	Mr. Lee Kian Foh	PES, Green Spider
8	Juprin Wong-Amadal	Ecosystem Conservation Fee Enactment

UNDP/GEF (HQ and Regional)

No	Name	Designation and Organization
1	Ms. Midori Paxton	Head of Biodiversity and Ecosystems, UNDP-Global Environment Finance, UNDP HQ
2	Doley Tshering	Deputy Global Manager, The GEF Small Grants Programme
3	Mr. Gabriel Jaramillo	Regional Technical Adviser, UNDP-Global Environment Finance, UNDP Bangkok Regional Centre

Other Relevant Stakeholders

No	Name	Designation and Organization
1	Mr. Lim See Yee	Usahawan Borneo Greenwood S/B
2	Mr. Steven Sagunting	Asiatic Organic Farm Sdn Bhd
3	Ms. Daisy Aloysius	Deputy Director, Environmental Protection Department, Sabah
4	Datuk Dr. John Payne	Palm Oil and NGO Alliance
5	Dr. Yoganand Kandasamy	Regional Lead for Wildlife and Wildlife Crime WWF-International WWF Greater Mekong (formerly WWF-Malaysia)
6	Dr. Rahimatsah Amat	Chief Executive Officer & Founder, Sabah Environmental Trust
7	Preetha Sankar	Advocate and Solicitor, Preetha Sankar & Co
8	Ivy Wong	Senior Vice President, Head of Environment, Yayasan Hasanah
9	Tan Hao Jin	Manager, Protected Areas, WWF-Malaysia
10	Ginny Ng	Former UNDP Consultant (Project Manager of the REDD+ Readiness for Malaysia project)

Annex C TE Mission Schedule

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
06-07-2019 (Saturday)								
07-07-2019 (Sunday)		Arrival of James Berdach (TE Lead Evaluator) and Tong Pei Sin (TE National Biodiversity Specialist) at KL/Putrajaya					James & Pei Sin	
		Accommodation in Putrajaya (own arrangement)						
08-07-2019 (Monday)	9.00 am -10.30 am	Internal discussion with UNDP Malaysia Country Office (CO) - overview, terminal evaluation methodology and questionnaire	UNDP Malaysia CO, Putrajaya [Skype for Yeo Bee Hong (TE Environment Economist)]	(1) Nurshafenath (Monitoring & Evaluation Analyst) and (2) Ange Tan (Environmental Analyst, Biodiversity & Ecosystems)	Nina and Ange		James, Pei Sin & Bee Hong	
	10.30 am - 12.00 pm	Documentation Review						
	12.00 pm - 3.40 pm	Lunch and check-in KLIA/KLIA2			Ange			
	3.40 pm - 6.15pm	Flight Kuala Lumpur - Kota Kinabalu						
	6.15 pm - 7.00 pm	Check in hotel						
	7.00 pm - 8.30 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation for Pei Sin
09-07-2019 (Tuesday)	9.00 am - 10.30 am	Interview Session with Project Manager	Aspena Room, 1st Floor, Grandis Hotel, Kota Kinabalu	Mr. Jeflus Sinajin			James, Pei Sin & Bee Hong	
	10.30 am - 12.00 pm	Documentation review and Q&A with Sabah MFL Project Team and SFD		(1) Mr. Jeflus Sinajin; (2) Ms. Lee Ka Han; (3) Ms. Siti Zubaidah S. Abdullah				
	12.00 pm - 2.00 pm	Lunch	Rosea Café, 1st Floor					
	2.00 pm - 3.30 pm	Opening meeting	Aspena Room, 1st Floor, Grandis Hotel, Kota Kinabalu	(1) Dr. Robert Ong [PMU]; (2) Kalabakan District Forestry Officer [PMU/PB]; (3) Gerald Jetony [NRO, Project Board Chairman]; (4) Dr Yap Sau Wai [Sabah Foundation's Conservation and Environmental Management Division, PMU/PB]; (5) Dr Esther Li [Sabah Foundation's Forestry Division, PMU/PB]; (6) Ministry of Water, Land & Natural Resources [PB]; (7) Economic Planning Unit [PB]; (8) State Economic Planning Unit [PB]; (9) Ministry of Finance, Sabah [PB]; (10) Department of Irrigation & Drainage [PB]; (11) Sabah Biodiversity Centre [PB]; (12) Sabah Wildlife Department [PB]; (13) Universiti Malaysia Sabah [PB]; (14) WWF Malaysia [PB]; (15) State Attorney General's Chambers [relevant stakeholder]; (16) Ministry of Tourism, Culture & Environment [relevant stakeholder]; (17) Sabah Parks [relevant stakeholder].	Nina (co-chair) and Ange Tan	(1) Mr. Frederick Kugan National Project Director (NPD); (2) Mr. Jeflus Sinajin, Project Manager (PM); (3) Ms. Lee Ka Han, Project Assistant (PA); (4) Ms. Siti Zubaidah S. Abdullah, SFD Sabah MFL Project Liaison Officer (LO)		
	3.30 pm - 4.30 pm	Interview Session with National Project Director		Mr. Frederick Kugan		Jeflus & Ka Han		
	4.30 pm - 6.00 pm	TE team internal discussion						
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu						Accommodation Pei Sin

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
10-07-2019 (Wednesday)	9.00 am - 10.00 am	Interview Session with Project Board Chairman/Natural Resources Office/Sabah Biodiversity Centre	Aspena Room, 1st Floor, Grandis Hotel, Kota Kinabalu	Mr. Gerald Jetony		Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	10.00 am - 11.00 am	Interview session with Sabah Ministry of Finance		Ms. Anthea James Jipanus				
	11.00 am - 12.00 pm	Interview session with State Economic Planning Unit		Mr. Lim Ming Siang				
	12.00 pm - 2.00 pm	Lunch						
	2.00 pm - 3.00 pm	Interview session with CEMD, Sabah Foundation		Dr Yap Sau Wai				
	3.00 pm - 4.00 pm	Interview session with Rakyat Berjaya Sdn Bhd (RBJ)		Dr Esther Li and Mr. Marcellinus Gidung				
	4.00 pm - 5.00 pm	Interview session with WWF Malaysia - Sabah		Ms. Julia Ng				
	5.00 pm - 6.00 pm	TE team internal discussion						
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu						Accommodation Pei Sin
11-07-2019 (Thursday)	8.00 am - 9.00 am	Skype call with Carnegie - forest and carbon mapping using LiDAR	Aspena Room, 1st Floor, Grandis Hotel, Kota Kinabalu	Dr Gregory Asner		Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	9.00 am - 10.00 am	Interview session with State Attorney General's Chambers		Datuk Hajah Zaleha Rose Datuk Hj Pandin (tbc)				
	10.00 am - 11.00 am	Interview session with Sabah Wildlife Department		Mr. Augustine Tuuga (tbc)				
	11.00 am - 12.00 pm	Interview session with Department of Irrigation and Drainage, Sabah		Mr. Miklin Ationg				
	12.00 pm -1.00 pm	Skype call with NEPCon - Development of Project Landscape Management Plan		Mr. Christian Schriver				
	1.00 pm - 2.30 pm	Lunch						
	2.30 pm - 4.25 pm	Check out hotel for KKIA						
	4.25 pm - 5.15 pm	Flight Kota Kinabalu - Tawau						
	5.15 pm -7.00 pm	Check in hotel; Free and easy						
	7.00 pm - 8.30 pm	Dinner						
		Accommodation in L.A. Hotel, Tawau (arranged by Sabah MFL project)						Accommodation for Jeflus, Ka Han, James, Pei Sin & Bee Hong

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
	6.30 am - 7.15 am	Group 1 (aerial inspection): Breakfast and check out hotel	L.A. Hotel	Kalabakan DFO and RBJ		Jeflus	James, Pei Sin & Bee Hong	
	7.15 am - 1.00 pm	Group 1 (aerial inspection): Travel from hotel to Tawau Airport by road at 7.15 am; depart airport for project landscapes aerial survey by helicopter at 8.15 am; heli landing at Empayar Kejora Sdn Bhd site office latest by 1 pm	Sabah MFL Project Landscape					
	7.30 am - 8.30 am	Group 2: Breakfast and check out hotel		Kalabakan ADFO and RBJ teams		Ka Han		
	8.30 am - 11.00 am	Group 2: Depart Tawau for Luasong Forestry Centre (2 hours). Check in Luasong Resthouse						
	11.00 am - 1.00 pm	Group 2: Luasong Resthouse to Empayar Kejora Sdn Bhd site office						
	1.00 pm - 2.00 pm	Lunch at Empayar Kejora Sdn Bhd site office						
12-07-2019 (Friday)	2.00 pm - 3.30 pm	Interviews and site visit to Integrated Mosaic Planting Area by Empayar Kejora Sdn Bhd - nursery, planting sites, etc.		Mr. Charles Garcia and team (Empayar Kejora)		Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	3.30 pm - 6.00 pm	Visit to silviculture treatment plots carried out by Sabah Forestry Department (SFD)		Mr. Osman Bangkong and team (Kalabakan District Forestry Office)				
		Area earmarked for Oil Palm Plantation		Mr. Ronnie Bibi and team (RBJ)				
		Agroforestry area set aside for Prolific Palm S/B		Mr. Ronnie Bibi and team (RBJ)				
		Industrial Tree Planting (Acacia) - area set aside for Hutan Kita S/B		Mr. Ronnie Bibi and team (RBJ)				
		Industrial Tree Planting for rubber – Latex Timber Clone		Mr. Ronnie Bibi and team (RBJ)				
	6.00 pm - 6.30 pm	Arrive Luasong Resthouse. Group 1 check in Luasong Resthouse	Luasong Resthouse					
	6.30 pm - 8.00 pm	Dinner at Luasong Resthouse	Dining hall, Luasong Resthouse					
	8.00 pm - 9.00 pm	Interview session with RBJ team	Conference room, Luasong Resthouse	Mr. Ronnie Bibi and team (RBJ)				
		Accommodation in Luasong Resthouse (arranged by Sabah MFL project)						Accommodation for Jeflus, Ka Han, James, Pei Sin & Bee Hong

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
13-07-2019 (Saturday)	6.00 am - 7.00 am	Breakfast and check out Luasong Resthouse	Sabah MFL Project Landscape			Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	7.00 am - 1.00 pm	Water catchment area in Sg Tiagau (Ext) Forest Reserve with briefing by RBJ team		Kalabakan DFO and RBJ teams				
		Visit to Integrated Mosaic Planting Area Area B set aside for Usahawan Borneo Greenwood S/B - interviews, germination seed hour, nursery, planting sites and Gunung Rara Wildlife Corridor, etc.		Mr. Lim See Yee and team (UBG)				
	1.00 pm - 2.30 pm	Lunch at Usahawan Borneo Greenwood site						
	2.30 pm - 5.30 pm	Agroforestry area managed by RT Plantations Sdn Bhd		Mr. Thambirajan Pillai and team (RT)				
		Ecotourism and Integrated Mosaic Planting area managed by Asiatic Organic Farm Sdn Bhd		Mr. Steven Sagunting and team (Asiatic)				
	5.30 pm - 7.30 pm	Depart for Tawau and check-in hotel						
	7.30 pm - 8.30 pm	Dinner						
		Accommodation in L.A. Hotel, Tawau (arranged by Sabah MFL project)						Accommodation for Jeflus, Ka Han, James, Pei Sin & Bee Hong
14-07-2019 (Sunday)	7.00 am - 8.00 am	Breakfast	Tawau			Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	8.00 am - 10.20 am	Check-out hotel and depart for Tawau Airport.						
	10.20 am - 11.00 am	Flight Tawau - Sandakan						
	11.00 am - 2.00 pm	Lunch; Check-in hotel; Free and easy	Sandakan					
	2.00 pm - 6.00 pm	TE team internal discussion						
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Four Points by Sheraton, Sandakan (arranged by Sabah MFL project)						Accommodation for James, Pei Sin and Bee Hong
15-07-2019 (Monday)	7.00 am - 8.00 am	Breakfast				Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	8.00 am - 9.00 am	Check-out Four Points for Sabah Forestry Department Headquarters						
	9.00 am - 10.00 am	Meeting with SFD Chief Conservator of Forests	Chief Conservator of Forests' Office, SFD HQ, Sandakan	Datuk Mashor Mohd Jaini				

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
	10.00 am - 11.00 am	Interview session with Expert Group (Sabah Forestry Department)	Belian Meeting Room, SFD HQ, Sandakan	(1) Mr. Musa Salleh (Sustainable Forest Management Division, Sabah Forestry Department); (2) Mr. Paul Leo Lohuji (Forest Resource Management Divison, SFD); (3) Mdm. Valeria Linggok (Forest Resource Management, SFD); (4) Dr Reuben Nilus (Forest Research Centre, SFD); (5) Mr. John Sugau (Forest Research Centre, SFD); (6) Dr Arthur Chung (Forest Research Centre, SFD); (7) Ms. Eyen Khoo (Forest Research Centre, SFD); (8) Mr. Haji Hussin Tukiman (Forest Sector Planning Division, SFD); (9) Mr. Zulkifli Suara (Enforcement & Investigation Division, SFD)				
	11.00 am - 12.00 pm	Interview session with Deputy Chief Conservator of Forests (Research & Development)		Dr Robert Ong				
	12.00 pm - 12.30 pm	Lunch						
	12.30 pm - 2.05 pm	Depart for Sandakan Airport						
	2.05 pm - 2.50 pm	Flight Sandakan - Kota Kinabalu						
	2.50 pm - 4.00 pm	Check-in hotel						
	4.00 pm - 6.00 pm	TE team internal discussion	Grandis Hotel, Kota Kinabalu					
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation Pei Sin
	9.00 am - 10.00 am	Skype call with Ms. Midori Paxton, Head of Biodiversity and Ecosystems, UNDP-Global Environment Finance, BPPS, UNDP HQ		Ms. Midori Paxton				
	10.00 am - 11.00 am	Skype call with Mr. Gabriel Jaramillo, Regional Technical Adviser, UNDP-Global Environment Finance, UNDP Bangkok Regional Centre		Mr. Gabriel Jaramillo				
16-07-2019 (Tuesday)	11.00 am - 12.00 pm	Interview session with Expert Group	Advena Room, 3rd Floor, Grandis Hotel, Kota Kinabalu	(1) Mdm. Bernadette Edmund (Town & Regional Planning Department); (2) Mr. Freddie Kou (Lands & Surveys Department); (3) Mdm. Elizabeth Malangkig (Department of Agriculture, Sabah); (4) Dr John Tay (Former Head of Conservation for Sabah, WWF Malaysia); (5) Assoc. Prof. Dr Colin Maycock (Universiti Malaysia Sabah); (6) Dr Marc Ancrenaz (HUTAN); (7) Ms. Daisy Aloysius (Environment Protection Department); (8) Ms. Cynthia Ong (Forever Sabah).		Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	12.00 pm - 2.00 pm	Lunch						
	2.00 pm - 3.00 pm	TE team internal discussion						

Date	Time	Programme	Meeting Venue	Stakeholders	UNDP CO Team	Sabah MFL Project Team	TE Team	Comments
	3.00 pm - 4.00 pm	Skype call with University of Aberdeen - Biodiversity Assessment		Prof. David Burslem				
	4.00 pm - 5.00 pm	Skype call with Forest Trends - No Net Loss/Net Gain of Biodiversity		Ms. Kerry ten Kate / Dr Amrei von Hase / Dr Agnes Agama				
	5.00 pm - 6.00 pm	TE team internal discussion						
	6.00 pm - 8.00 pm	Dinner; free and easy						
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation Pei Sin
17-07-2019 (Wednesday)	9.00 am - 10.00 am	Skype call with Green Spider - Payment for Ecosystem Services and Conservation Finance	Advena Room, 3rd Floor, Grandis Hotel, Kota Kinabalu	Mr. Lee Kian Foh		Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	10.00 am - 12.00 pm	TE team internal discussion						
	12.00 pm - 2.00 pm	Lunch						
	2.00 pm - 6.00 pm	Preparation of preliminary observations and recommendations						
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation Pei Sin
18-07-2019 (Thursday)	9.00 am - 12.00 pm	Preparation of preliminary observations and recommendations	Advena Room, 3rd Floor, Grandis Hotel, Kota Kinabalu			Jeflus & Ka Han	James, Pei Sin & Bee Hong	
	12.00 pm - 2.00 pm	Lunch						
	2.00 pm - 6.00 pm	Preparation of preliminary observations and recommendations						
	6.00 pm - 8.00 pm	Dinner						
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation for James and Pei Sin
19-07-2019 (Friday)	9.00 am - 12.00 pm	Stakeholder dialogue session on Terminal Evaluation preliminary observation and way forward	Advena Room, 3rd Floor, Grandis Hotel, Kota Kinabalu	All project stakeholders	Asfa & Ange Tan	Fred, Jeflus, Ka Han, Siti	James, Pei Sin & Bee Hong	
	12.00 pm - 2.30 pm	Lunch						
	2.30 pm - 5.00 pm	Meeting on post TE field mission process and follow-up action between, TE team, UNDP Malaysia Country Office, SFD, YS, RBJ and Sabah MFL Project Team		SFD, RBJ, CEMD				
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation for James and Pei Sin
20-07-2019 (Saturday)	9.00 am - 5.00 pm	TE team internal discussion	Grandis Hotel, Kota Kinabalu				James, Pei Sin & Bee Hong	
		Accommodation in Grandis Hotel, Kota Kinabalu (arranged by UNDP)						Accommodation for James and Pei Sin
21-07-2019 (Sunday)	9.55 am - 12.25 pm	Flight Kota Kinabalu - Kuala Lumpur					James & Pei Sin	

Annex D List of Documents Reviewed

The table below lists all project documents that were made available to the TE consultant team.

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
1	Project design/ formulation	Project Identification Form (PIF)	Yes									✓					✓	
2	Project design/ formulation	Project Preparation Grant (PPG)	Yes									✓					✓	
3	Project design/ formulation	Final GEF approval documents (Request for CEO Endorsement, etc.)															✓	
4	UNDP Country Programme Action Plan (CPAP)	UNDP Country Programme Action Plan (CPAP) 2016-2020						Yes				✓					✓	
5	Project management	Project Document signed (ProDoc)	Yes	Yes								✓	✓				✓	
6	Project management	UNDP Environmental and Social Screening	No															
7	Project management	Inception Report	Yes	Yes								✓	✓				✓	
8	Project management	Technical Working Group (TWG) Site Visit/ Assessment Report				Yes							✓	✓			✓	Note: TWG Rapid Assessment Report
9	Project management	MoU between UNDP and SFD				Yes						✓	✓				✓	

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
10	Project management	Project Board Meeting Minutes	N/A	No	Yes	Yes	Yes	Yes	Yes	Yes			✓				✓	
11	Project management	Technical Working Group Meeting Minutes and Quarterly Progress Report			Yes	Yes	Yes	Yes	Yes	N/A	N/A		✓	✓			✓	Note: BioD-TWG was set-up in 2013 and later dissolved in Nov 2017. Minutes of Meeting available for 2013-2015. Meetings from 2016 onwards were reported in the TWG quarterly reports.
12	Project management	TWG Social-Economics Meeting Minutes																Note: Socio-eco TWG was set-up in 2016, no meeting conducted and was dissolved in Nov 2017.
13	Project management	Project Management Unit Meeting Minutes	N/A	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓				✓	
14	Project management	Other Minutes of Meeting (by year)			Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓				✓	
15	Project management	List of stakeholders and beneficiaries															✓	
16	Project management	Annual Work Plan			Yes	Yes	Yes	Yes	Yes	Yes	Yes	✓	✓				✓	Pending signed AWP 2019
17	Project monitoring, evaluation & reporting	GEF Biodiversity Tracking Tool Final (start, midterm)	Yes					Yes				✓	✓				✓	
18	Project monitoring, evaluation & reporting	Mid-year Progress Report (MYPR)		Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓	✓				✓	
19	Project monitoring, evaluation & reporting	Annual Progress Report (APR)			Yes	Yes	Yes	Yes	Yes	Yes		✓	✓				✓	

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
20	Project monitoring, evaluation & reporting	Project Implementation Review (PIR)				Yes	Yes	Yes	Yes	Yes		✓	✓				✓	
21	Project monitoring, evaluation & reporting	Monitoring visit report																
22	Project monitoring, evaluation & reporting	Quarterly Progress Reports by Kalabakan District Forestry Office		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓				✓	
23	Project monitoring, evaluation & reporting	Quarterly Progress Reports by Yayasan Sabah and Contractors		No	No	No	Yes	Yes	Yes	Yes	Yes		✓		✓		✓	Note: Quarterly reporting from RBJ started in 3rd quarter of 2015.
24	Project monitoring, evaluation & reporting	Midterm Review Report								Yes		✓					✓	
25	Project monitoring, evaluation & reporting	Midterm Review management response key actions									Yes	✓	✓				✓	
26	Project audit	NIM Audit Report						Yes				✓	✓				✓	
27	Project audit	UNDP HACT micro assessment report						Yes				✓					✓	
28	Project audit	UNDP HACT assurance activity report						Yes				✓					✓	
29	Project audit	HACT Spotcheck Report							Yes	Yes		✓					✓	

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
30	Project finance	Combined Delivery Report (CDR) signed		Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓	✓				✓	
31	Project finance	FACE form signed			Yes	Yes	Yes	Yes	Yes	Yes	Yes	✓	✓				✓	Not complete, pending from UNDP CO
32	Project finance	Co-financing report		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓				✓	
33	Project procurement	Project procurement plan																
34	Project procurement	Terms of reference or equipment specification		Yes									✓				✓	
35	Project procurement	Tender Evaluation Committee Meeting Minutes	N/A	N/A	N/A	N/A	Yes	Yes	Yes	Yes			✓				✓	Note: TEC was set-up in 2015.
36	Project procurement	List of contracts											✓				✓	
37	Project procurement	Letter of appointment			Yes		Yes	Yes	Yes	Yes			✓				✓	
38	Project outcome	11th Malaysia Plan																Sabah follows the 11th Malaysia Plan from the Federal.
39	Project outcome	Sabah Forest Policy								Yes			✓				✓	Sabah Forest Policy 2018
40	Project outcome	Sabah Biodiversity Strategy 2012 - 2022											✓			NRO	✓	http://ww2.sabah.gov.my/phb/wp-content/uploads/Sabah-Biodiversity-Conservation-Strategy-ilovepdf-compressed1.pdf
41	Project outcome	SFD Forest Management Plan			Yes								✓				✓	Forest Management Plan for Forest Reserve in project landscape

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
42	Project outcome	SFD Gazettement Notice for Class 1, Class 2 Forest Reserve and others in project landscape	Yes	Yes	Yes	Yes							✓				✓	
43	Project outcome	Project landscape map		Yes	Yes	Yes		Yes	Yes	Yes			✓				✓	
44	Project outcome	Cabinet paper for Sabah Conservation Finance Strategy - Letter from SFD to UNDP on the Cabinet's decision									Yes		✓					Cabinet paper is confidential and not accessible
45	Project outcome	Policy documents or guidelines pertaining to No Net Loss/Net Gain in Sabah	Yes						Yes	Yes			✓			EPD	✓	1. Environment Protection Enactment 2002; 2. Action Plans on Sabah State Policy on the Environment; 3. Sabah Forest Policy 2018
46	Project outcome	List of related projects/ initiatives contributing to project objectives approved/ started after GEF project approval															✓	
47	Project Outcome	SFD Annual Report	Yes	Yes	Yes	Yes	Yes	Yes	Yes				✓				✓	AR 2018 in development progress.

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
48	Project output	A list of project events from 2013 to April 2019											✓				✓	List of conferences, consultations, training seminars, workshops
49	Project output	List of Documentation											✓				✓	A list of consultancy contracts, reports and other documents produced
50	Project output	Training module/course content						Yes	Yes	Yes	Yes		✓				✓	
51	Project output	Mission reports			Yes				Yes				✓				✓	1. Field Report by Dr. J Tay (2013); 2. Mission Report for site visit in Feb 2017 by Ms. Lee Ka Han
52	Project output	Conference / consultation / seminar / workshop reports			Yes		Yes	Yes	Yes				✓				✓	
53	Project output	Component 1: Conservation Finance & PES reports						Yes	Yes	Yes			✓				✓	Green Spider consultancy on SC-2 completed
54	Project output	Component 1: NNL/NG reports					Yes		Yes	Yes			✓				✓	Forest Trends consultancy on SC-1 both phases 1 and 2 completed.
55	Project output	Component 1: Capacity Building reports						Yes	Yes				✓				✓	NEPCon consultancy on LC-1 completed
56	Project output	Component 2: Bio-physical data reports						Yes					✓				✓	GFS consultancy on LC-2 completed
57	Project output	Component 2: Hyperspectral forest map and reports						Yes	Yes				✓				✓	Carnegie Airborne Observatory contract on SC-6a completed

No.	Type of Data/Document	Data or Document	Availability									Owner					Drop box	Remarks
			pre-2012	2012	2013	2014	2015	2016	2017	2018	2019	UNDP	SFD	TWG	YS	Other		
58	Project output	Component 2: Ground-based biodiversity assessment reports						Yes	Yes	Yes	Yes		✓				✓	Consortium led by University of Aberdeen on SC-6b completed - pending final report
59	Project output	Component 2: Landscape Management Plan and reports						Yes	Yes	Yes	Yes		✓				✓	Daemeter contract on HCV assessment completed; TWG dissolved; NEPCon consultancy on LC-3 on-going - pending final plan
60	Project output	Component 3: Environmental economist reports						Yes					✓				✓	GFS consultancy on IC-3 completed
61	Project output	Component 3: Financial data management reports						Yes					✓				✓	GFS consultancy on LC-4 completed
62	Project communication	News article																
63	Project communication	Press release				Yes		Yes					✓				✓	
64	Project communication	Project website				Yes							✓				✓	Project website was developed in 2014. Website address is http://www.forest.sabah.gov.my/undpgefproject
65	Project communication	Video							Yes				✓				✓	
66	Project communication	Opinion editorial																
67	Project communication	Photo bank			Yes	Yes	Yes	Yes	Yes	Yes	Yes		✓				✓	

Annex E Evaluation Ratings Scales

This Annex presents (1) the suggested format for compiling project rating performance in the TER, and (2) the rating scale to be used for assigning rating values for UNDP/GEF projects.

Rating Project Performance		
Criteria		Comments
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate 6 pt. scale)	
M&E design at project start up	(rate 6 pt. scale)	
M&E Plan Implementation	(rate 6 pt. scale)	
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	(rate 6 pt. scale)	
Implementing Agency Execution	(rate 6 pt. scale)	
Executing Agency Execution	(rate 6 pt. scale)	
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	(rate 6 pt. scale)	
Relevance: relevant (R) or not relevant (NR)	(rate 2pt. scale)	
Effectiveness	(rate 6 pt. scale)	
Efficiency	(rate 6 pt. scale)	
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to Sustainability:	(rate 4pt. scale)	
Financial resources	(rate 4pt. scale)	
Socio-economic	(rate 4pt. scale)	
Institutional framework and governance	(rate 4pt. scale)	
Environmental	(rate 4pt. scale)	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	(rate 3 pt. scale)	
Environmental Stress Reduction	(rate 3 pt. scale)	
Progress towards stress/status change	(rate 3 pt. scale)	
Overall Project results	(rate 6 pt. scale)	

Source: UNDP/GEF Guidance. Annex 2 (TOR), Annex D.

Ratings Scales		
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	**Sustainability ratings:**	**Relevance ratings**
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS):there were moderate shortcomings 3. Moderately Unsatisfactory (MU): the project had significant shortcomings 2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe	4. Likely (L): negligible risks to sustainability 3. Moderately likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR) Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		

Source: UNDP/GEF Guidance. Annex 2 (TOR), Annex D.

Annex F Evaluation Questions and Evaluation Criteria Matrix

187. A requisite element of the UNDP/GEF evaluation process is the preparation by the TE team of evaluation questions and an evaluation criteria matrix. The matrix is an important tool, which presents the core questions to be answered during the course of the evaluation. The questions are organized according to the evaluation criteria which they are intended to shed light on—these correspond to the main evaluation elements, namely ***relevance, effectiveness, efficiency, sustainability*** and ***impact***. The matrix also includes the verifiable indicators which should be used to determine whether or not a specific target has been achieved, and the sources of information upon which such determinations are based. The evaluation questions and matrix are presented in Table F-1, below.

Table F-1. Evaluation Questions and Evaluation Criteria Matrix

Evaluative Criteria	Questions	Indicators	Sources
) RELEVANCE: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local national and regional level?			
1	) How has the project contributed to the improved management of multiple-use forest landscapes within the project area, to benefit biodiversity?	) Measurable reported adoption of improved land-use management practices for production activities (e.g., in forestry, plantations, agriculture)) Measurable improvements in environmental health (e.g., watershed functionality, reduced soil and water pollution, etc.)	) Stakeholder consultations) PIRs, AWPs
2	) Has the project brought about strengthening or increasing the area of protection of lands within the multiple-use landscape, which have recognized ecological value (HCV forests, wetlands, etc.) or are utilized as habitat by vulnerable species of wildlife or other flora and fauna?	) Increase in area of land (ha) afforded higher level of protection classification for conservation (e.g., elevation to Class I Forest Protection area)) Declaration of new conservation areas	) Survey results) Tracking tool

Evaluative Criteria	Questions	Indicators	Sources
3	) Has the project put in place mechanisms (physical, institutional, legal) which help to reduce fragmentation, and re-establish habitat connectivity (e.g., through wildlife corridors) between important habitats (e.g., Maliau Basin Conservation Area, Danum Valley Conservation Area, Imbak Canyon Conservation Area)?	) Implementation of 10-year Integrated Landscape Management Plan 2020 - 2030	) Land use planning and policy documents, agreements
4	) Has the project contributed towards the restoration of degraded forest, agricultural, or multiple-use lands within the project area?	) The utilization of agricultural biodiversity) Implementation of Payment for Ecosystem Services (PES)) Implementation of Strategy 2: Enhance Biodiversity Conservation and Protection	) Survey results) Project reports) Forestry Department and Agriculture Department's plan
5	) Have national or international certification standards (e.g., Forest Stewardship Council [FSC]; Malaysia Timber Certification Scheme [MTCS]; Roundtable for Sustainable Palm Oil [RSPO]; Malaysia Sustainable Palm Oil [MSPO]) been adopted and applied, or expanded, in managing areas of land within the project landscape?	) Issued certifications	) certificates issued by recognized certification entities
6	) How has the project advanced the aspirations, objectives and priorities at the local, state, national or regional levels, for biodiversity conservation? Specifically, has the project demonstrated consistency with the Sabah Biodiversity Strategy 2012 – 2020, and if so, how?	) Strengthened statements of commitment regarding biodiversity conservation	) Relevant government planning, policy or strategy documents
7	) Has biodiversity been effectively mainstreamed into Sabah (i.e., State-level) development plans, policies, and legal instruments, and if so, how?	) Strengthened statements of commitment regarding biodiversity conservation	) Revised State-level policy documents, planning guidelines etc.

Evaluative Criteria	Questions	Indicators	Sources
) EFFECTIVENESS: To what extent have the expected outcomes and objectives of the project been achieved?			
8	) Has the project created an enabling environment for optimized multiple use planning, financing, management, and protection of forest landscapes? (Component 1)	) Institutions strengthened or established) Policy and decision makers understand the values of ecosystem services within the project landscape) Coordinating bodies established) Sustainable financing sources identified) Management plans developed) Capacities of staff within relevant state level Government Departments enhanced for overseeing biodiversity-friendly multiple use, landscape-level forest management, sustainable financing, and ecosystem monitoring	) Stakeholder consultations) AWPs, PIRs) Other project documents
9	) Was the project successful in establishing an integrated model demonstration system for multiple-use forest landscape planning and management? (Component 2)	) Institutions strengthened or established) Coordinating bodies established	) Stakeholder consultations) AWPs, PIRs) Other project documents
10	) Was the project able to demonstrate sustainable financing of protected areas and associated forest landscape areas at the pilot site? (Component 3)	) Sustainable financing mechanism identified and operationalized	) Stakeholder consultations) AWPs, PIRs) Other project documents

Evaluative Criteria	Questions	Indicators	Sources
11	) What factors were important in determining the location and size of lands to be added, to increase the area of protected land use? (from 18, 517 ha originally [ProDoc] to 115,430.9 ha [at inception period] and 156,586.37 ha [as of June 2018 in response to HCVF assessment])?) How did the project contribute to the revised classification? What measures have been put in place to ensure that newly-classified areas will be effectively protected, in line with their new classification, now and in the future?	) Decision-making processes in Sabah Forestry Department, Sabah Biodiversity Council and Town and Planning Department) Gazettement notice) Biological and ecological diversity conserved and threats addressed	) Review of project key documents) Stakeholder interviews
12	) How has the involvement of the Sabah Wildlife Department changed since the midterm review of the project?	) Severity of poaching activities and illegal wildlife trade curtailed) Participation in meetings, identification of opportunities for collaboration within the project landscape	) Sabah Wildlife Department interview) Other stakeholder consultations) AWPs, PIRs) Other project documents
13	) Was the project effective in engaging and coordinating with stakeholders at all relevant levels (e.g., national and state governments, NGOs, communities, private sector)?	) Establishment of stakeholder coordination mechanisms	) Records of project meetings) Project documents
14	) Were the studies commissioned under the project contribute effectively towards achieving the project objectives and strategies?) How were the findings from the different studies effectively integrated and applied towards achieving the project objective and strategies?) Were appropriate technical support present to assess the outputs of the studies in relation to the Terms of Reference and needs of the project?	) Development of a framework to guide multiple-use forest management in Sabah) Value-added knowledge towards effective protected areas management and multiple forest use in Sabah.	) PB Meeting minutes) Consultancy reports and presentations
) EFFICIENCY: Was the project implemented efficiently, in line with international and national norms and standards?			
15	) Was adaptive management used or needed to ensure efficient resource use? If so what are some examples?	) Financial management plans modified	) Stakeholder consultations) project documents

Evaluative Criteria	Questions	Indicators	Sources
16	) The prodoc provided a suggested project organization chart for project implementation and monitoring of components (p. 56). Was this considered as a management framework for the implementation of the project, and applied accordingly (Task Force Components 1, 2, 3)?	) Project organization charts revised	) Inception report) Other project documents
17	) Were the project logical framework and work plans used as management tools, and were any changes made to them?	) Revised project results framework) Revised work plans	) Inception report) AP) Other project documents
18	) Were the accounting and financial systems in place adequate for project financial management and for producing accurate and timely financial information?	) Satisfactory ratings in financial audit reports	) Financial audit reports
19	) Were progress reports produced accurately, and on time? Were they responsive to reporting requirements including adaptive management changes?	) Satisfactory rating in project reviews	) PIRs) MTR
20	) Was project implementation as cost-effective as originally proposed (planned vs. actual)?	) ratings in financial audit reports	) Financial audit reports
21	) Was the leveraging of funds (co-financing) provided as planned?	) Satisfactory ratings in financial audit reports	) Financial audit reports
22	) Was procurement carried out in a manner making efficient use of project resources, and was there sufficient technical capacity to guide the procurement process?	) Satisfactory ratings in financial audit reports	) Financial audit reports
23	) Did the project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilizing international expertise as well as local capacity? Was local capacity taken into account in design and implementation of the project?	) Proportion of international experts compared to national experts.	) Project documents) Interviews
) SUSTAINABILITY: To what extent are there financial, institutional, socioeconomic, and/or environmental risks to sustaining long-term project results?			

Evaluative Criteria	Questions	Indicators	Sources
24	) Risk ratings were revised at inception (e.g., as a result of conflict between development pressures and conservation targets; climate change; Inception Report pp. 290-292). Were there any project interventions which helped to manage and reduce the risks? What is the level of these risks at the end of the project and is there a need to address these risks beyond the project?	) Revised statement of risks in project documents) Risk strategies	) Inception report) PIRs
25	) What is the likelihood of financial resources being sustained, once the project ends?	) Financing mechanisms developed	) Project outputs) Interviews
26	) What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Did the project develop effective partnerships or cooperative agreements that will be sustained in the future?	) Demonstration of stakeholder ownership	) Project documents) Interviews
27	) Do the key stakeholders see the importance of the project to support its long-term objective?	) Stakeholder views and adoption of the project's long-term objective.	) Project documents) Interviews
28	) Has the project identified and helped to establish relevant institutional structures and processes that will enable the continuation of project benefits?	) Institutional structures exist	) Project documents) Interviews
29	) Has the project developed appropriate capacity to continue meeting the project objectives upon project closure?	) Institutional capacity evident	) Project documents) Interviews
30	) Did the project engage with the Civil Service System to address issues of personnel turnover, specifically, to ensure that institutional memory will be preserved so that biodiversity conservation initiatives in Sabah will continue to be effective?	) Ensuring that existing mechanisms (e.g., relevant meetings) are effectively implemented) Improved documentation practices	) Records of meetings) Project documents) interviews
31	) Has the project helped to put in place measures which will help to guide landscape-scale management after the project ends (e.g., institutional arrangements such as an inter-agency task force established, budget allocations for preparing and/or implementing the management plan)?	) Implementation of 10-year Integrated Landscape Management Plan 2020 - 2030	) Project documents) Interviews
) IMPACT: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			

Evaluative Criteria	Questions	Indicators	Sources
32	⁾ From an adaptive management standpoint, what do you see as the most challenging aspects of the project, and how were they overcome? What changes were made (if any) to the project framework in response, in order to ensure that the project would be more likely to achieve its intended results?	⁾ Adaptive management interventions implemented (e.g., results framework modifications, capacity development)	⁾ Stakeholder consultations ⁾ Project results framework ⁾ Project documents
33	⁾ Has progress been made toward achieving no net loss (NNL) of biodiversity (as highlighted in the Sabah Forest Policy 2018), and has this been accurately measured?	⁾ Baseline data ⁾ Database system	⁾ Stakeholder consultations
33	⁾ What lessons have been learned from the project regarding achievement of outcomes, which could be applied to other similar projects working at the landscape level? Has the project provided a platform to enable the upscaling of the lessons from this project?	⁾ Examples of lessons learned	⁾ Stakeholder interviews ⁾ Inception report ⁾ Annual PIRs
35	⁾ What other changes could have been made (if any) to the design and implementation of the project to further improve the achievement of the project's expected results? What other gaps and needs were identified to improve management of biodiversity at the landscape level?	⁾ Examples of lessons learned	⁾ Stakeholder interviews ⁾ Project results framework ⁾ Inception report ⁾ Annual PIRs
36	⁾ Has the project effectively engaged policy makers in mainstreaming biodiversity, and ensured that there is a level of political commitment sufficient to sustain project benefits?	⁾ Policies and laws relating to biodiversity enacted	⁾ Stakeholder consultations
37	⁾ How will agencies' management, technical and research capacity continue to be strengthened to implement the management plan?	⁾ Capacity assessment and actions from 2017 report by NEPCon	⁾ Stakeholder consultations
38	⁾ How has the project influenced (or will influence in future) laws/plans/policies to strengthen initiatives for conserving biodiversity? (e.g., investment priorities of Yayasan Sabah, Sabah Structure Plan 2033, policy decisions on potential ban of log exports/development of downstream industries, extent of industrial forest plantations in Sabah, etc.)	⁾ Policies and laws relating to biodiversity enacted; biodiversity concerns integrated in policy formulation and decisions	⁾ Stakeholder interviews ⁾ Annual PIRs
39	⁾ What mechanisms have been modelled by the project for long-term biodiversity monitoring, as an essential element for ensuring the long-term conservation of biodiversity?	⁾ Biodiversity monitoring at landscape level ⁾ State's development plan	⁾ Stakeholder interviews ⁾ Annual PIRs

Evaluative Criteria	Questions	Indicators	Sources
40	) Changes have occurred in relation to the multiple-use forest landscape during the project period. Would such changes (i.e., land-use legal/policy/institutional changes; biophysical changes) have occurred anyway, even without the project? (i.e., “with project” vs. “without project” scenario)	) Policies and laws relating to biodiversity enacted; biodiversity concerns integrated in policy formulation and decisions) Biodiversity monitoring at landscape level	) Stakeholder interviews) Annual PIRs

Annex G Consultant Agreement Forms

EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[34]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: JAMES T. BERDACH

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place)on Reston, Virginia USA
30 April 2019

Signature: 

EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[34]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: YEO BEE HONG

Name of Consultancy Organization (where relevant): EXPANSE CONSULTING SDN BHD

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place)on KOTA KINABALU, SABAH, 30 April 2019

Signature: 

EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[34]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: TONG PEI SIN

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place)on KOTA KINABALU, SABAH, 30 April 2019

Signature: _____