



Midterm Review Draft Report

*UNDP-Supported GEF-Financed
Full Size Project:*

***“Improving Connectivity in the Central Forest
Spine (CFS) Landscape - IC-CFS”***

GEF Project ID: 4732

UNDP Project ID (PIMS): 4594

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DOCUMENT REVIEW SIGN-OFF

This Midterm Review Report, version 2.0, dated 13 January 2022, for the UNDP-Supported GEF-Financed Full Size Project "**Improving Connectivity in the Central Forest Spine (CFS) Landscape - IC-CFS**" has been reviewed by the following signatories.

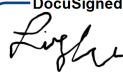
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Please also refer to **Annex O** for the formal Midterm Review Clearance form to be signed by the Commissioning Unit and UNDP-GEF Regional Technical Advisor

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REVISION HISTORY

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1.0	8 December 2021	Draft MTR Report	Camillo Ponziani
2.0	13 January 2022	Final MTR Report	Suri Kempe

KEY PROJECT INFORMATION PAGE

The Project is implemented as a multi-focal project under the GEF-5 Biodiversity and Sustainable Forest Management/REDD+ Focal areas in the National Implementation Modality by the Ministry of Natural Resources and Environment (KeTSA) of the Government of Malaysia as Executing Agency/Implementing Partner. Additional Executing Partners include the Forestry Department Peninsular Malaysia (FDPM), Department of Wildlife and National Parks, Peninsular Malaysia (DWNP) and Forest Research Institute Malaysia (FRIM). UNDP acts as the GEF Implementing Agency. Basic information on the project timeframe and finances are presented in Table 1 below.

Table 1: Summary of key project information			
Project Title:		Improving Connectivity in the Central Forest Spine (CFS) Landscape - IC-CFS	
UNDP PIMS#:	4594	GEF project ID#:	4732
PIF Approval Date:	1 Jun 2012	CEO Endorsement:	29 Jan 2014
ATLAS Award #:	00080183	Project Document Signature Date (date project officially began):	18 Mar 2014
ATLAS Project ID:	00089953		
Country:	Malaysia (Peninsular)	Date(s) NPM hired:	1 Nov 2014 / 30 Nov 2020
Region:	Asia and the Pacific	Inception Workshop:	25 Nov 2014 (Inception Report finalized August 2015)
Focal Area:	Multi-Focal Area	Independent Rapid Review Completion:	June 2018
GEF Focal Area Strategic Objectives:	Biodiversity Outcome 2.1; Land Degradation Outcome 3.1 and 3.3; Sustainable Forest Management/REDD+ Outcome 1.2	Planned Project Closing:	17 Mar 2020
Trust Fund (Indicate GEF TF, LDCF, SCCF, NPIF)	GEF Trust Fund	If revised, proposed op. closing date:	Ext no.1: 31 Dec 2021 ¹ Ext no. 2: 31 Dec 2022 ² Ext no. 3: 18 Dec 2023 ³
GEF Agency:		UNDP	
Lead Government Coordinating Agency:		Ministry of Natural Resources and Environment	
Executing Partners:		Forestry Department Peninsular Malaysia, Department of Wildlife and National Parks, Peninsular Malaysia, Forest Research Institute Malaysia	
UNDP-GEF Technical Team:		Sustainable and Resilient Development	

¹ A nineteen-month project was granted on 13 May 2020 by UNDP's Bureau for Policy and Programme Support (BPPS) / Global Policy Network.

² An additional twelve-month conditional and milestone-based extension at the end of 2021 (for the year 2022).

³ A final twelve-month conditional and milestone-based extension at the end of 2022 (for the year 2023). Total 43 months extraordinary extension with no possibility of further extensions.

Project Financing:	At CEO Endorsement US\$	At IRR US\$	At MTR US\$
(1) GEF financing:	10,860,000.00	2,222,270.64	3,741,511.00
(2) UNDP contribution:	1,500,000.00	Not provided	Not provided
(3) Government (cash)	31,100,000.00	Not provided	
(4) Government (in-kind):	3,900,000.00	Not provided	
(5) Other partner(s):		0.00	
(6) Total co-financing [2+3+4+5]:	36,500,000.00	0.00	37,203,290.36
TOTAL PROJECT COSTS [1+6]:	47,360,000.00	2,222,270.64	40,944,801.36

ACKNOWLEDGEMENTS

The Midterm Review (MTR) team would like to thank the many project stakeholders who generously gave their time to participate in the MTR interviews, focused group discussions and who shared their knowledge and insight on myriad issues including landscape connectivity, management planning and species conservation dynamics, often with great passion and candour. As a result, this report is not really the work of the MTR consultant team alone, but rather is a joint effort representing the collective wisdom by all the stakeholders.

Particular thanks is extended to the UNDP Malaysia Country Office, especially Ms. Siow Ling Lee of the Commissioning Unit, as well as both Gan Pek Chuan and Ms. Tan Seok Ling "Ange" and Ms. Siti Farhana binti Mohd Ruslan for planning the online virtual interviews and meetings with government officials, Community Based Organizations (CBO) and beneficiaries alike, as well as patiently accommodating changes in plans and scheduling additional interviews at the MTR team's request. We also thank the Project Support Unit for accommodating multiple interviews, and arranging follow-up demonstrations of key products and services produced by the Project, and Dr. Agkillah Maniam for organizing the field mission.

To all the stakeholders we interviewed, thank you for patiently answering all our questions and repeated requests for clarification, as well as tracking down answers to follow-up questions we took every opportunity to raise. We are also grateful for the guidance and frank conversations and the unique perspectives of thought leaders (both formally and informally), including Dr. Khairul Naim Adham, Dr. Lilian Chua, Dr. Siva, Dr. Mark Rayan Darmaraj, Teckwyn Lim and others.

The evaluation is intended to give a summary of what has been achieved in the Project as well as glean some of the critical lessons that can be learned from it up to its mid-point. In the report, we have tried to offer constructive criticism where we think it is warranted and sincerely hope that those involved in the project take it as such.

Finally, the Team Leader is indebted to the seasoned team with whom he was paired and the incredible knowledge and experience that everyone brought to the table. It is because of you that the MTR ran like clockwork and sincerely hope our paths cross on future evaluations. In particular, the MTR consultant team would like to acknowledge the contributions of the Evaluation Assistant, Siska Dewi, for keeping us organized, capturing detailed minutes of our consultations and for always staying one step ahead of the rest of us; we could not have done this without you. Notable mention also goes to Mr. Todd Howard - whose facilitation skills and command of multiple disciplines, have added tremendous value to the evaluation and provoked numerous discussions, exchanges and insight during the lessons learned workshop. Many thanks also to Sharon Creasey for her editing expertise and giving flow to what might have been a scattershot of ideas and observations.

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LIST OF ACRONYMS AND ABBREVIATIONS

11MP	Eleventh Malaysia Plan
12MP	Twelfth Malaysia Plan
AMAP	Adaptive Management Advisory Panel
AWP	Annual Work Plan
BPPS	Bureau for Policy and Programme Support
CDR	Combined Delivery Report
CEPA	Communication, Education and Public Awareness
CFS	Central Forest Spine
CFSMP	Central Forest Spine Master Plan
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CPD	Country Programme Document
CSO	Civil Society Organizations
DRR	Deputy Resident Representative
DWNP	Department of Wildlife and National Parks Peninsular Malaysia (also known as PERHILITAN)
EFT	Ecological Fiscal Transfer
EIA	Environmental Impact Assessment
FDPM	Forestry Department Peninsular Malaysia (also known as JPSP)
FRIM	Forest Research Institute Malaysia
GEF	Global Environment Facility
GoM	Government of Malaysia
IA	Implementing Agency
IC-CFS	Improving Connectivity in the Central Forest Spine Landscape
InVEST	Integrated Valuation of Ecosystem Services and Trade-offs
IRR	Independent Rapid Review
JNPC	Johor National Parks Corporation
HA	Hectares
HWC	Human-Wildlife Conflict
HEC	Human-Elephant Conflict
KeTSA	Ministry of Natural Resources and Environment
LCR	Local Community Ranger
MTR	Midterm Review
MNS	Malaysia Nature Society
MoU	Memorandum of Understanding
MP12	Malaysia Plan 12
NIM	National Implementation Modality
NPD	National Project Director
NPP	National Physical Plan
NPM	National Project Manager
NTCAP	National Tiger Conservation Action Plan
OBK	<i>Operasi Bersepadu Khazanah</i>
OSC	One Stop Centre
OSINT	Open Source Intelligence
PA	Protected Area
PB	Project Board (also used interchangeably with Project Steering Committee)
PES	Payments for Ecosystem Services

PIR	Project Implementation Report
PMU	Project Management Unit
PPG	Project Preparation Grant
PRF	Primary Reserve Forest
PSC	Project Steering Committee (also used interchangeably with Project Board)
PSPC	Perak State Park Corporation
QPR	Quarterly Progress Report
RMK	Malaysia 5-year development plan
RTA	Regional Technical Advisor
SESP	Social and Environmental Screening Procedure
SLA	Service Level Agreement
SOP	Standard Operating Procedures
SOW	Statements of Work
SPC	State Park Coordinator
SRF	Strategic Results Framework
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
TWGs	Technical Working Groups
UNDP	United Nations Development Programme
UNDP-CO	United Nations Development Programme Country Office
COUNSDCF	Nations Sustainable Development Cooperation Framework
VetOA	Military Veterans and the Orang Asli

EXECUTIVE SUMMARY

Project Description

1. Improving Connectivity in the Central Forest Spine Landscape (henceforth referred to interchangeably as the "IC-CFS project" or "the Project") is a US\$ 47.3 million UNDP-supported, GEF-funded initiative (of which 10.86 million has been secured from the GEFTF) that is designed to address the growing fragmentation of Peninsular Malaysia's Central Forest Spine (CFS), valued for its multitude of species, including the only remaining population of Malayan tigers (*Panthera tigris jacksoni*). The baseline analysis is cognizant of the confluence of factors and threats undermining the CFS, including Malaysia's economic transformation and established role as a source country⁴ for illegal trade in forest and wildlife resources, which are contributing to increased forest fragmentation, increasingly threatened fragile habitats and pockets of declining biodiversity that are being insidiously cut off from their contiguous landscapes. The Project feeds into the Malaysian Federal Government's CFS Master Plan (CFSMP) to protect biodiversity and ecosystem services by securing landscape connectivity between Peninsular Malaysia's main forest blocks. The Project is implemented in three forest landscapes in three provinces of Peninsular Malaysia.
2. Per the revised Strategic Results Framework (SRF), approved by the Project Steering Committee (PSC) on 23 September 2019, the Project's objective is: *To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.*
3. It comprises three complementary components as follows:
 - Component 1.** Planning, compliance monitoring and enforcement framework for integrated forest landscape management (with 2 outcomes and 5 outputs)⁵;
 - Component 2.** Sustainable forest landscape management of three priority forest landscapes within the CFS (with 3 outcomes and 7 outputs)⁶; and
 - Component 3.** Diversification of financing sources for conservation (with 3 outcomes and 4 outputs)⁷.

Purpose and Methodology

4. This Midterm Review (MTR) was conducted by a team of three independent consultants with backstopping and coordination support from an in-kind evaluation analyst supplied by the National Consultant. It follows on the heels of an Independent Rapid Review (IRR), completed in June 2018 and a 10-member Adaptive Management Advisory Panel (AMAP) established in December 2018 immediately following the IRR to work through the recommendations therein, provide thought leadership on a reconstituted program and suggest a more viable package of interventions that was approved by the PSC as noted above.

⁴ Jiao Yunbo, Yeophantong Pichamon, Lee Tien Ming (2021). "[Strengthening International Legal Cooperation to Combat the Illegal Wildlife Trade Between Southeast Asia and China](#)", *Frontiers in Ecology and Evolution* (vol 9). page 105.

⁵ Previously 2 outcomes and 9 outputs.

⁶ Previously 3 outcomes and 8 outputs.

⁷ Previously 3 outcomes and 6 outputs.

5. Well into its eighth year of implementation and with a checkered history of false starts and poor delivery, the MTR was initiated at the request of the UNDP Malaysia Country Office – a year and three months following the approval of the first of three conditional extensions in May 2020 and nine months after the installation of a new National Project Manager (NPM) – to provide an assessment on the status of implementation of the Project to ensure accountability for the expenditures to date and the delivery of outputs, to enable course corrections as appropriate and triggers needed for subsequent extensions, as well as increase the Project’s overall chances of success.
6. The MTR methodology and approach followed the [UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) along with direction provided by the UNDP Malaysia Country Office (UNDP CO) following an inception kick-off meeting on 6 September 2021, and provides evidence-based information with an emphasis on credibility, reliability, and usefulness. The evaluation methodology relied on mixed methods, mostly with a lead of qualitative methods, backed up by the gathering of quantitative data. Per the “evaluability” analysis in the MTR Inception Report, the MTR Team considers the findings to be valid and recommendations herein utilization-focused.

Project Progress Summary

7. The Project strategy⁸ remains highly relevant to the country and has strategic value to broader efforts to re-establish the integrity and connectivity of forests through the implementation of linkages and ecological corridors, as part of the Malaysian government’s Central Forest Spine initiative for a continuous network of forests in the heart of Peninsular Malaysia. While the Project was designed to support and contribute to the objectives of the Tenth Malaysia Plan, it is equally relevant to provisions included in the recent Twelfth Malaysia Plan. It is also aligned with Priorities 1a, 2 and 2b of the 2016-2020 [Country Programme Document](#) (CPD), that was extended by a year to align with the United Nations Sustainable Development Cooperation Framework (UNSDCF). The Project’s modified Strategic Results Framework still has substantial shortcomings, is in some cases missing baselines altogether and up until May 2021 had no midterm targets. The MTR observed the SRF is overly convoluted and contains elements that are altogether removed from the Project’s immediate sphere of influence and will be a tall order to achieve in the relatively short period of time remaining; even under the most favorable conditions. That said and while an assessment and suggestions have been made to the SRF as part of the MTR, it is not recommended the Project invest further energies in revisiting it; its priorities and efforts should be concentrated elsewhere. The weakest aspects of the design, carried over from the IRR, is the Project’s approach to gender mainstreaming and local communities, who are both beneficiaries of the outcomes and instrumental to the Project’s long-term sustainability and replicability potential.
8. Progress towards results is **moderately unsatisfactory**. While the Project has turned a new leaf and there are a number of encouraging signs, it has fallen short of making tangible progress towards the end-of-project targets for several objective- and outcome-level indicators. Recognizing that progress was hampered to a large degree by COVID-19 and the corresponding movement control orders, the MTR and easing of COVID-19 restrictions have released a flurry of activity by stakeholders, especially field-based work, which bode well and are necessary for making up for lost ground. The Project’s model of increasing federal and state capacity to execute the CFSMP is flawed and falls well short of

⁸ Per MTR guidelines, no rating is required for the project strategy at midterm.

the level of ambition and paradigm shift needed to strengthen institutional and operational structures and is in many respects, business-as-usual. The disproportionately high scores for the three main executing partners noted on the capacity development scorecard undertaken following the 2021 PIR are suspect, raise issues on standardization of methodology and questions regarding why a Project to increase federal and state level capacity is even needed in the first place. Such drastic increases in capacity are also not aligned to the outsourcing model observed by the MTR consultant team (with little or no feedback loop or training to the executing partners in many of the sub-contractors' Statements of Work (SOW) / Terms of Reference), or the paradigm shift and cooperation required to make this Project successful.

9. Project implementation and adaptive management is **moderately unsatisfactory**. Project management arrangements were revisited in November 2020 with the onboarding of newly recruited members of the PSU. The PSU is perceived by the wider Project stakeholders as supportive, experienced and effective. Work planning is consistent with the standard Annual Work Plan (AWP) procedures and the 2021 AWP, while ambitious, is disproportionately backloaded to later quarters and raises the risk of slippage into 2022. While some of the delays, especially those related to capacity building, can be partly justified due to the impact of COVID-19, many activities were slowed down by drawn out administrative and procurement procedures and inefficient discussions between the IA and executing partners on contracting modalities and payment milestones, which shifted the focus away from delivery. While the MTR consultant team has certainly observed renewed enthusiasm and consistently regimented meetings, this has not uniformly translated into delivery. Notable exception can be made for progress in Perak, where a higher number of livelihood-related activities and Perak-focused studies are taking place, and the Perak State Park Corporation (PSPC) has demonstrated a higher capacity for integrating and connecting various disparate activities and stakeholders to ensure buy-in and collaborative execution, that can be emulated by the other states. The new organizational structure while clear to the PMU, deviates from the Project Document and appears to be excessive with accountability not sufficiently concentrated within both the PSU and PMU. The Technical Working Groups have also not materialized whatsoever. With a total of 8 PSU members, management arrangements are certainly not lean and prone to inefficiencies without clear division of roles and distribution of work. Stronger empowerment of the PSU and ownership from the FDPM going forward (and to a lesser extent from the DWNP and FRIM on some strands of work) are key to meeting commitments. Financial delivery per the 2021 PIR is lagging considerably at 34.45%, and where the Project should reasonably be at this juncture with two years remaining. During the commenting phase, the MTR team validated the progress with expenditure—currently at 47%—and there has been a significant uptick, which bodes well for the two years remaining. The cost efficiency and benefits of certain activities to the Project is questionable and should be reconsidered. As of September 2021, co-financing mobilized is MYR 154,523,805.00 (approximately US\$ 37,203,290.36⁹), 102% of what was committed at the outset of the Project, even though direct contribution to the Project is not always ensured. Adaptive management has been strong and the Project has taken on many of the recommendations emanating from the IRR with purpose and has internalized the triggers needed for future extensions beyond 2021. Critical thinking, greater attention to impact pathways and to cross-stream dependencies can and should be improved. Progress monitoring is undertaken on a monthly basis in regimented PMU meetings, but also appears to be reactive given that midterm targets were set post-facto immediately prior to the last PIR and forthcoming MTR. A number of indicators are not monitored due to inadequate baselines, and limited gender-specific data are collected with little-to-no guidance provided by the IA on GEN2 mainstreaming requirements. Government forest agencies and academic, research and training institutions are well-represented, but their effectiveness is

⁹ at a rate of exchange of 1 Malaysian Ringgit = 0.24 United States.

compromised by hierarchical issues, poor communication between agencies, consulting firms and NGOs, as well as changing requirements to the approved Project Standard Operating Procedures (SOPs). Community awareness and engagement are not yet adequate to address the scale of the issues contributing to forest fragmentation, species decline and human wildlife conflict. Reporting is timely, but PIRs are missing sharpness, partially due to the problems identified with the strategic results framework. Internal communication between the PMU and within executing partner agencies is excellent and instant with multi-level digital channels, but less so for the Project as a whole with numerous activities operating in silos and disconnected from the broader whole. Communication through printed brochures, briefs, video etc. has been weak but is now anchored to a communication strategy drafted in 2021. There is finally a [digital front-door](#) where users can also access social media channels and information on awareness events. Visibility is adequate through signboard, exhibition stands and public service announcements, as well as connectivity to the government’s broader CFS efforts. Visibility is expected to increase as part of the current two-phase communication strategy with radio commercials, influencer campaigns, print media and promotional gifts in the works.

10. The sustainability of project achievements is **moderately likely**. Financial risks to sustainability are moderate, as verbal and one-off federal government budget commitments and intermittent funding replenishments through ecological fiscal transfer schemes are inconsistent with the systemic issues between federal and state governments when it comes to decision-making on extracting resources from forests. Work on sustainable financing plans has just started and it will take some time to prove out a viable model that will lead to sufficient diversification to change the state government’s calculus that will tip the scales in favor of intact landscapes. The Twelfth Malaysia Plan is a strong lever for the CFS and will certainly receive budget. Socio-economic risks to sustainability are minimal in terms of strong and continued political support towards project objectives and achievements. On the other hand, they are substantial due to insufficient mainstreaming of broader development objectives, such as gender and community development and indigenous issues. Institutional framework and governance risks to sustainability are significant as existing governance mechanisms within the FDPM are insufficient to give the project the attention it requires with yearly coordination meetings consisting of numerous projects on the agenda. Governance risks are substantial for landscape management plans, as these will possibly not be established with cross-sectoral governance mechanisms and therefore will not be in the position to tackle important drivers of deforestation and forest degradation. Community-based monitoring such as Local Community Ranger (LCR) programmes established by the Project also bear substantial governance risks as these are currently shared between four entities, as well as due to limited capacities, financial resources and insufficient critical mass, and there is no overarching orchestration. Environmental risks to sustainability are minimal as the Project is putting emphasis on environmental sustainability through the use of native species, promotion of high species diversity in corridor restoration, and planning efforts. Risks from climate change are negligible at best in the near term assuming the Project makes it to operational closure at the end of 2023.

MTR Ratings & Achievement Summary Table

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
Project Strategy ¹⁰	N/A	The project strategy remains highly valid in the context of Government of Malaysia, UNDP and GEF strategic

¹⁰ As per UNDP/GEF guidelines, the project strategy is not subject to a rating or evaluation of achievement.

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
		<p>priorities. Particularly the contribution of the strategy to the CFSMP is noteworthy. The Project addresses the GEF-5 Focal Areas Biodiversity (Outcome 2.1), Land Degradation (Outcome 3.1 and 3.3) and SFM/REDD+ (Outcome 1.2). Additionally, the Project well addresses UNDP global and national strategic priorities, as well as those in the 2016-2020 CPD.</p> <p>There are too many indicators (45) in the Strategic Results Framework, with several indicators and targets that are either overambitious or undeveloped, as well as clear dependencies between outputs that might have been possible with more runway, but will certainly present challenges in the time remaining. Moreover, the Strategic Results Framework lacks any gender indicators, including basic sex-disaggregated data. A number of outputs come too late in the project cycle to provide any benefits to the existing Project and there does not appear to have been sufficient thought to sequencing of activities nor connectivity between activities</p> <p>Wide stakeholder engagement occurred during design and even during the prolonged inception phase, yet there was a missed opportunity to involve other ministries, such as the Ministry of Agriculture and Food Industries, Ministry of Works and PLAN Malaysia at a deeper and more meaningful level connected to mainstreaming. Issues were found with gender mainstreaming and community engagement strands of work and the design neither included an exit strategy to catalyze wider change nor a theory of change. The latter, while not a requirement at the time of design but shortly thereafter, could have been beneficial to visualize the key impact pathways for more informed decision-making and resource allocation. The resulting problems manifest in weak results-based work planning, a disproportionately high monitoring burden when compared to the M&E plan and budget, and associated challenges of evaluation.</p>
Progress Towards Results	Objective: To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through	<p>The Objective level is comprised of three impact indicators. One impact indicator relating to CFS conservation fund receiving regular income through diverse sources is on target with a high likelihood to be achieved.</p> <p>Another impact indicator calling for no net loss of forested area is not on track as monitoring efforts - based on the revision of the CFS Master Plan - have surfaced that the total forest area has experienced a slight reduction of 0.05 million ha or a reduction of 0.9%.</p>

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
	<p>the diversification of funding sources for conservation</p> <p>Achievement Rating: 3: MODERATELY UNSATISFACTORY (MU)</p>	<p>The final impact indicator focusing on improvement in capacity development scorecard results has exceeded the end-of-project target by 145%; a result which is highly suspect as the Project was recently reactivated, has not undertaken the level of capacity required to justify a jump of 266% against the baseline due to COVID-19 restrictions, and is not aligned to the outsourcing model with the limited feedback loops observed by the MTR consultant team.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> • While stakeholders consistently highlighted the indicator of no net forest loss as being overambitious and unrealistic, the MTR believes it is still within the realm of possibility but will require the kind of paradigm shift and cooperation that was the impetus for the Project at the outset. This indicator is perhaps the most important in terms of impact for the donor and to realize global environment benefits and should be kept within the results hierarchy; perhaps wording of the indicator could be modified slightly to include plantation forest as opposed to only natural forest; • The Project has established presence across the entire targeted area mainly through "soft" activities, but significant operating changes and acceleration will be required to reach the level of ambition required; • Given that the Project's planning instruments have not been prepared, approved and implemented, activities do not yet mainstream landscape management and connectivity across the entire area of targeted landscapes; • As a whole over the course of 8 years, the Project has only to a very limited degree engaged with states in discussion on how to avoid further conversions of State land to other uses, recognizing that those discussions have been re-ignited under the current PSU and will take some time to build trust between stakeholders as land use planning is a sensitive issue.
	<p>Outcome 1.1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity,</p>	<p>The little progress in the fulfillment of indicators under Outcome 1.1 suggests a need to revisit the approach, level of ambition and what is realistically feasible in the time remaining. The Project seems in general to have taken a simplified approach to "Capacity Building" and often equates training with this rather than looking at wider systemic, institutional and individual capacity needs. The built-in dependencies between the sub-activities will make it near-impossible to complete the decision-making papers to be of any value for the current project, especially since</p>

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
	<p>ecosystems and carbon stocks</p> <p>Achievement Rating: 3: MODERATELY UNSATISFACTORY (MU)</p>	<p>recruitment / procurement for two technical inputs are either in progress or have not started.</p> <p>Progress on the One Stop Centre (OSC) is not encouraging and it is unclear how the tool will benefit the existing Project since it is currently bereft of data sets and is essentially a shell at the moment. As the software tools / licences were purchased three years ago, the beta version of the OSC is already beginning to show its age and has not yet been launched. No business requirements document or any design / architecture documents have been shared with the MTR consultant team in spite of repeated requests. Moreover, alternative data sharing platforms have been established by KeTSA, including BDA KeTSA Big Data Analytics KeTSA aimed at government civil servants and other publicly accessible platforms like MyBIS. Inadequate security protocols in place present a huge risk as this is expected to be populated with sensitive data required for future planning.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> The current manifestation of this Outcome is at a high-risk of not being completed. Prioritization should be given to the Biodiversity Assessment and Monitoring Protocol in the CFS Landscape, the decision-making paper emanating from it and inputs to the capacity building programme planned for Johor, Pahang and Perak; Without a compelling business case of how the OSC will benefit the UNDP-GEF IC-CFS project and without clearly documented requirements and architecture, this piece of work should either be wound down or taken forward using co-financing or FDPM resources. Also, what data collected from the existing Project will be populated into the OSC? If these are existing data sets then it should be treated as a separate initiative.
	<p>Outcome 1.2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest landscapes to ensure reduction of wildlife and forestry crime</p> <p>Achievement Rating: 4: MODERATELY SATISFACTORY (MS)</p>	<p>Outcome 1.2 consists of 5 outputs and a total of 15 indicators (1.2.1 = 4; 1.2.2 = 2; 1.2.3 = 3; 1.2.4 = 4; and 1.2.5 = 2), presenting an onerous administrative monitoring burden for the Project, many of which are still not SMART. Some of the indicators, such as an increase in tiger populations, do not have baselines and any benefit will likely be years away and unattributable to the UNDP-GEF IC-CFS project itself.</p> <p>Most outputs are on track and can plausibly reach their end-of-project target. It is heartening that the Project is beginning to realize easy wins: as of 28 October 2021, 5 officers from Perak (2 from Perak Forestry Department; 3 from Perak State Park Corporation), and 5 officers from</p>

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
		<p>Johor (2 officers from Johor Forestry Department; 3 officers from Johor National Parks Corporation) have been nominated and will be delegated powers by the 4th week of December 2021. However, Pahang State Forestry has not submitted the list of nominated officers at the time of the MTR evaluation. Institutionalizing SMART patrols at scale e.g., by adding already experienced SMART patrollers to Forestry Enforcement Units. Business as usual practices on data sharing between FDPM and DWNP should stop under this Project and be replaced by a data sharing agreement. The few indicators that are off track and suffering—such as an integrated SMART patrolling initiative—are dependent on such an agreement to enable these innovative practices and enhance implementation capacities urgently needed to scale up and implement an integrated wildlife and forestry crime monitoring model.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> • The Project needs to overcome the obstacle of data sharing; one-off requests for data are untenable and not in the spirit of collaboration and paradigm shift envisioned by this initiative; • There is an opportunity to collapse or remove some redundant / overlapping / out-of-reach indicators to make this Outcome more manageable. However, the MTR is cognizant that removing this indicator related tiger populations (however flawed this indicator may be) at this time may introduce unnecessary risk and trigger discussions with UNDP HQ and GEF Sec as the Project justification was predicated on improving tiger populations issues through connected landscapes and that the Project also paved way for the Global Wildlife Program. While comments have been made on this indicator, this is more in general terms and the MTR is not advocating for its removal altogether; • References to the WildFriend programme should be removed as this is now redundant; • A secure transfer protocol should be explored to reduce administrative and repetitive work to get data over to DWNP in a more secure and intuitive way; • To be systemic and sustainable, the Biodiversity Monitoring Protocol Training should be transitioned to and institutionalized within the Institute of Biodiversity, Lanchang¹¹ and/or other relevant forestry training institutes.

¹¹ The UNDP-GEF has invested significantly in the transformation of the Institute for Biodiversity, Lanchang as a training institute and center of excellence. Therefore, this would be the natural home for such a training. Nonetheless the MTR Team remains cognizant that this training might be delivered by other entities and institutions as appropriate.

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
	<p>Outcome 2.1: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape</p> <p>Achievement Rating: 5: SATISFACTORY (S)</p>	<p>Following adjustments made by the AMAP, the revised SRF for Outcome 2.1 consists of 1 indicator with the remaining 2 indicators discontinued in the 2020 PIR. A draft management plan has been developed for the Panti-Ulu Sedili ecological corridor in Johor, which is expected to be finalized and printed by the end of Q4 2021. A working draft of a management plan for Pahang (Sg Yu corridor) has been made available with targeted completion in 2022. The management plan for the Belum-Temengor corridor in Perak is lagging with only an outline available; the latter still targeted for completion in 2022.¹² The Project and milestone trigger in the extension request have been met.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> • Mandate, support, and adequate capacity for the implementation and monitoring of the management plan is needed; • Disjointedness exists between highly connected activities and a high risk of sustainable financing plans, management plans and restoration activities under Output 2.2.1 to be implemented in silos. A mechanism for closer cooperation is needed.
	<p>Outcome 2.2: Corridor establishment increase connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices</p> <p>Achievement Rating: 5: SATISFACTORY (S)</p>	<p>Outcome 2.2 is comprised of 3 output-level indicators, of which 2 have been achieved and the remaining metric concerning the rehabilitation of degraded forests has been partially achieved but remains behind schedule. Regarding the first indicator, a consultant has been engaged (i.e., visited Block A Kompartmen 2 in the Amanjaya landscape) to understand why previous rehabilitation efforts in Block A have failed. The assessment will be an input towards improving re-planting of these types of areas. A CEPA Programme for Pahang, Perak and Johor has also been drafted and will engage local communities in the rehabilitation of 1 ha of degraded forests per state, as well as awareness program for the local communities on the importance of protecting the corridor and biodiversity. Field based activities have been reactivated following the easing of COVID-19 restrictions and are currently in progress. The second and third indicators have exceeded their end-of-project targets respectively by 119% with a total of 23,734.63 ha gazetted for the CFS targeted landscape and CFS ecological corridors having been incorporated into (i) the Johor (CFS2 PL1) (Kluang and Mersing) - Kluang District Local Plan 2020 and Mersing District Local Plan 2020; (ii) Sg Yu corridor (CFS1 PL1) - Lipis District Local Plan 2020; and (iii) Temengor Belum (CFS1 PL2) - District Local Plan Hulu Perak 2030.</p>

¹² The availability of the outline is a proactive step in preparation of tackling this activity next year. Furthermore, a broad CFS Master Plan specifically for Perak state was finalized recently (funded by the state government and separate from the Revised CFSMP).

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
		<p><u>Continuing risks:</u></p> <ul style="list-style-type: none"> • The location of rehabilitation work in the permanent forest reserve that is part of the FDPM's existing role, raises questions on the incremental value of such activities and how this will increase connectivity of critical ecological linkages, per the Project's design¹³; • Without a clear and comprehensive plan and accompanying guidelines, the CEPA activities could become a conventional tree-planting exercise of minimal long-term value and sustainability by local communities. The Trainer's Guide for CEPA Programmes that is currently being developed for Perak should serve as a tool that should be shared with Johor and Pahang, and other CFS landscapes¹⁴; • An opportunity was missed of using the OSC to inform decision making of rehabilitation efforts and provide connectivity between other Project activities.
	<p>Outcome 2.3: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife and the reduction of human-elephant conflict</p> <p>Achievement Rating: 4: MODERATELY SATISFACTORY (MS)</p>	<p>Outcome 2.3 consists of 3 outputs and a total of 10 indicators that for the most part are at various stages of realization, due to delays in procurement / contracting and hampered by COVID-19 restrictions to undertake field-based work. Livelihood-related projects have been initiated in collaboration with Johor National Park Corporation, Perak State Park Corporation, Malaysian Nature Society and Malayan Rainforest Station in Merapoh, Pahang. The Project has achieved its midterm-project target of 50 beneficiaries. Currently, 78 indigenous people (18% women) are involved in livelihood-related projects in the three landscapes. The project is encouraged to strengthen its focus on women to attain gender parity, by targeting women for livelihood-related activities. Livelihood-related projects are unevenly distributed across the three IC-CFS landscapes, with most being conducted in Perak, and one in Pahang.</p> <p>A consultant has been engaged to undertake an assessment of household income that will be leveraged to inform subsequent livelihood investments. An interim report is available on the assessment of the socio-economic situation and the level of human-elephant conflict in RPS Air Banun, Hulu Perak, Perak, including economic costs associated with elephant depredation and stakeholder initiatives involving local Orang Asli communities that could be developed into eco-tourism and volunteerism attractions. A consultant has also been engaged to develop a guideline</p>

¹³ There may be justifiable areas in Amanjaya Corridor to be rehabilitated.

¹⁴ The Trainer's Guide for CEPA Programmes that is currently being developed for Perak should and is serving as a tool for the other landscapes.

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
		<p>for non-consumptive wildlife tourism in CSF1-PL2, with the aim of enhancing conservation and ensuring sustainable livelihoods for the local community, which will be piloted in RPS Air Banun.</p> <p>The centrepiece of Outcome 2.3 is a standardized training programme for sustainable forest landscape management within the CFS and which is to be mainstreamed into existing implementing agencies at each of the targeted landscapes. This Outcome is most relevant to realizing the core objective but has not been developed.</p> <p>A new communication plan was developed and endorsed during PMU 2/2021 in March 2021. There is a CFS counterpart officer in each state forestry department and IC-CFS project state coordinators (SPCs) for Pahang and Johor were recruited on 16 November 2020 and SPC Perak recruited on 16 December 2020.</p> <p><u>Continuing risks:</u></p> <ul style="list-style-type: none"> • The socio-economic study currently envisioned to establish a household income baseline is at risk of not involving the livelihood-related projects under the Project. To mitigate this risk, all relevant agencies/CSOs implementing livelihood-related projects should track household income prior to the activity, and continue monitoring increases at regular intervals; • Livelihood-related projects are at a high risk of being implemented in silos, without fully leveraging their potential to inform, adding value and complementing the management plans being formulated for CFS landscapes, and in other states where fragmentation is an issue; • Livelihood-related projects initiated through the Project are at a high risk of not being monitored or tracked for changes in household income and sex-disaggregated data (e.g. Ecotourism in Kampung Peta, Johor); • Activities are underpinned by a logical flow and inter-connection between the end-of-project targets. Thus, if implemented effectively, the outputs can be mutually reinforcing and have a multiplier effect, which can in turn contribute to improved potential for the success of the project overall. There is a risk that insufficient attention to dependencies will continue thereby muting its overall impact; • The Project must ensure the collection of sex-disaggregated data for all relevant (livelihood-related and CEPA) activities; • Dependencies on rolling out a standard training

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
		<p>programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS with completed management plans means training will come relatively late in the Project cycle. It would be prudent to fast track and hone Project efforts on establishing a training programme in Johor;</p> <ul style="list-style-type: none"> There is an opportunity to collapse or remove some redundant / overlapping / out-of-reach indicators to make this Outcome more manageable, for example 'existence of an effective communications programme for CBOs'.
	<p>Outcome 3.1: The long-term biodiversity and conservation of the CFS is enhanced through the diversification of funding sources for conservation</p> <p>Achievement Rating: 3: MODERATELY UNSATISFACTORY (MU)</p>	<p>Corresponding outputs are significantly behind schedule with contracts only being fully executed with technical experts in September 2021. Sustainable financing options slated for completion by the middle of 2022 and well beyond end-of-year trigger for an extension. Strong country commitment through enhancing federal financial support has not been met by equal ownership and commitments at state-level.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> A mandate is needed for a dedicated person/unit to drive efforts towards adopting non-conventional funding mechanisms at the state-level; Diversification of funding sources is needed to stabilize the flow of funds from traditional extractive measures; Systemic paradigm shift is stymied by pervasive business-as-usual mindset that land is a state matter.
	<p>Outcome 3.2: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized.</p> <p>Achievement Rating: 4: MODERATELY SATISFACTORY (MS)</p>	<p>Outputs and indicators related to this Outcome are linked to the activities under National CFSMP itself rather than explicit efforts by the IC-CFS Project. Reports related to the GoM contribution to the National CFS Project under the Eleventh Malaysia Plan (11MP) will be synchronized and compiled by the CFS section of FDPM. References to the CFS in the Twelfth Malaysia Plan (12MP) under Strategy B1¹⁵ bode well for continued financial contributions by the federal government. A monitoring and reporting mechanism for the State is available and has been conducted on a regular basis. Information on the Economic valuation of CFS landscape is available. It is unclear however whether gains on this front can be attributed to the Project's actions.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> There is a lack of coherent structure for an outcome-based budgeting system as performance measurement indices are still under discussion and

¹⁵ Twelfth Malaysia Plan, 2021-2025, Chapter 8: Advancing Green Growth for Sustainability and Resilience. Priority Area B (Strategy B1) page 308.

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
		have yet to be fully developed. Preliminary criteria have not been shared with the MTR consultant team.
	Outcome 3.3: Strategic planning processes in place and being used to link financing to conservation management needs Achievement Rating: 3: MODERATELY UNSATISFACTORY (MU)	<p>Diversification and sustainable financing considerations at the state level are perhaps the most important in terms of impact for the donor. The problem is not the compliance with the indicator per se, but the time required for the consolidation and adjustment in mindset towards the appropriation of the compelling actions by the state government to internalize sustainable financing components at the state level.</p> <p>Continuing risks:</p> <ul style="list-style-type: none"> While Output 3.3.1 will be conducted in 2022, the dependencies with Output 3.1.1 and delays therein present challenges for sufficient runway to incorporate sustainable financing considerations into the CFS state plan and into their annual budget.
Project Implementation & Adaptive Management	Achievement Rating: 3: MODERATELY UNSATISFACTORY (MU)	<p>The 7 benchmarks of implementation below were evaluated. The Project overall, since its outset in 2014, has been moderately unsatisfactory due to multiple false starts, sub-optimal management, and insufficient progress and financial expenditure. However, it is important to distinguish here the effort made by the current PSU since the Project extension was granted and since new resources were onboarded in November and December 2020, including a new NPM. In this regard, the PSU can take credit for injecting new life, enthusiasm and momentum into the Project, which was long overdue. And while delivery has fallen short of expectations on a number of fronts, efforts have been laudable. With some adjustment to the overall delivery model and governance structure, as well as to individual outputs, there is potential for the Project to realize elements of the overall objective.</p> <p>1. Management arrangements: PSC and PMU meetings have been consistent, however insufficient frequency of NSC meetings, continuity of membership from key agencies, and crammed agendas of national fora, where the Project is discussed by FDPM (among many others), have contributed to sub-optimal ownership and dilution of prioritization. There has been an unusually high-level of turnover of the NPD up until 2019 after which there has been much-needed stability. There is a unanimous favourable perception towards the commitment and technical expertise of the current NPD. The PSU is perceived as supportive and experienced but needs to be empowered to deliver and drive the Project to meet the stated objectives. With a total of 8 staff, the PSU is not lean. A bloated PMU organizational structure concentrates ownership with state focal points rather than with the PSU</p>

Table 2: MTR Ratings & Achievement Summary		
Measure	MTR Rating	Achievement Description
		<p>and potential overlap in responsibilities and disconnects. Notable exception can be made for progress in Perak, where a higher number of livelihood-related activities and Perak-focused studies are taking place, and the PSPC has demonstrated a higher capacity for integrating and connecting various disparate activities and stakeholders to ensure buy-in and collaborative execution, that can be emulated by the other states. The NPM, while technically experienced, is not empowered to make decisions independent of the IA and ought to have a stronger pulse on the strategy underpinning each output and activity, the dependencies between them and how they roll up to deliver core objectives. Most importantly these need to be communicated to the broader team through regular PSC meetings, so strategy, progress and monitoring data align. The most notable elements of adaptive management are the identification of risks, and the use of online training to compensate for COVID-19 restrictions.</p> <p>2. Work planning: Evidence suggests that consultations conducted as part of the 2021 Annual Work Plan have been collaborative and consistent with standard practice, but have had to go through multiple revisions to accommodate feedback from the IA. The MTR has surfaced activities and indicators for which there is no clear plan signalling the absence of a coherent strategy and how the results hierarchy is intended to deliver the core objectives. Monthly PMU meetings are essentially marathon sessions with little time to go into deep dives and planning. Although much improved from IC-CFS 1.0, administrative requirements have resulted in long delays in contracting and procurement, which have affected project scheduling and efficiency. The Project is simply spending too much time on procedural matters such as discussing contracting SOPs as opposed to delivery.</p> <p>3. Finance and co-finance: Financial delivery of the GEF fund is lagging considerably with only 34.45% of the GEF Trust Fund disbursed as of 30 June 2021. During the commenting phase, the MTR consultant team revisited financial delivery – currently at 47% – and there has been a significant uptick in Q4 2021, which bodes well for the two years remaining. With many new contracts activated between Q3 and Q4 and others set to close, this number should increase slightly as initial and final payments are disbursed. The Project is faced with the tall task of delivering outputs to the value of US\$ 6.6 million (not factoring Project Management costs of US\$ 515,000) in the remaining two years. In reality, the project needs to be spending at a rate of US\$ 3.3 million in each of the next two years. As of September 2021, co-financing mobilized is</p>

Table 2: MTR Ratings & Achievement Summary

Measure	MTR Rating	Achievement Description
		<p>MYR 154,523,805.00 (approximately US\$ 37,203,290.36) and is 102% of what was committed at the outset of the Project. Certain activities have questionable cost efficiency and the direct contribution of the co-financing to the current overall impact the Project has made remains questionable. Procurement and administrative matters need to be tightened to improve delivery.</p> <p>4. Project-level monitoring and evaluation: A variety of project level M&E mechanisms (e.g., HACT Assurance Activity Report, NIM audit report, HACT micro-assessment report, METT) have been utilized. Project-level monitoring and evaluation is poor, with mid-term targets having only been defined one month prior to the 2021 PIR. Per Table 14 in the Project Document (page 111), there is US\$ 62,000 allocated for specific studies to establish baselines and mid-term targets, as well as US\$ 30,000 towards annual performance measurement which is sufficiently robust. Upfront investment and greater ownership from the Project's designated M&E Officer following the extension would have provided clarity to stakeholders on what data needs to be monitored and for what purpose. Contributions to the annual PIR are reactive, not cohesive and there are examples of inconsistent understanding of why data is being collected.</p> <p>5. Stakeholder engagement: Stakeholder engagement of, and ownership by state forest agencies is poor as FDPM is allowing easy wins to slip and there is a dangerous lack of urgency and willingness to maintain the status quo. Engagement of and ownership by DWNP, academic, research and training institutions is slightly less concerning, whereas community engagement needs to be institutionalized, operate less in silos and oriented more strongly towards proving out models for the other 37 remaining landscapes under CFS MP. Engagement and small-scale capacity building efforts by NGOs have facilitated productive relations between states and Orang Asli communities in the targeted landscapes particularly in Perak and provided benefit sharing to local communities, including women; however, this needs to be more clearly articulated and demonstrated in order to promote greater community ownership which can lead to more effective landscape management, patrols and enforcement measures. There is an opportunity to showcase existing efforts as examples to complement and strengthen the management plans for each state.</p> <p>6. Reporting: Reporting requirements (e.g., NSC meeting minutes, PIRs, QMRs, PMU meeting and mission minutes etc.) have been carried out fully. While reporting is timely</p>

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Measure	MTR Rating	Achievement Description
		<p>and follows requirements, core progress reporting suffers from problems of the strategic results framework. Contributions to the reports are not methodical, giving rise to confusion to progress on some outputs. As a result, progress is vaguely described in PIRs and somewhat detached from what is actually transpiring on the ground. Adaptive management responses are partially documented. The standardization of various tracking tools and templates must be improved upon.</p> <p>7. Communications: While internal communications among project personnel, as well as communications between project personnel and key stakeholders for project planning purposes, have generally been effective and make use of digital channels, the poor division of work and convoluted organizational structure is contributing to activities being carried out in a vacuum. The Project is beginning to engage in a robust program for external communications, anchored to a communication plan approved in March 2021.</p>
Sustainability	Achievement Rating: 3: MODERATELY LIKELY (ML)	<p>This rating takes into account the efforts by the AMAP to propose a country-owned strategy that can ensure medium-term benefits despite the flawed outsourcing model that is unlikely to increase federal and state level capacity to execute the CFSMP or strengthen institutional and operational structures. It also reflects the lack of coherence between the different strands of the Project and the dependencies that are intended to have a multiplier effect. It considers the delays that have characterized implementation can reduce the level of ownership of project actions and therefore negatively affect their sustainability. Finally, it is cognizant this Project is part and parcel of a broader national effort in the CFS that will endure due to institutional structures and via national policy through the 12MP.</p>

Table 3: Ratings Scale	
Ratings for Progress Towards Results and Project Implementation & Adaptive Management:	Sustainability ratings:
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings but achieved more or less as expected 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major problems 1: Highly Unsatisfactory (HU): severe problems	4: Likely (L): negligible risks to sustainability 3: Moderately Likely (ML): moderate risks 2: Moderately Unlikely (MU): significant risks 1: Unlikely (U): severe risks

Concise Summary of Conclusions

11. By its nature, and according to the requirements defined in the ToR, this MTR has followed a rigorous and exhaustive process to gather and analyze extensive data, in order to obtain fact-based evidence that is credible, reliable and useful for the purposes of the review. Through this process, a detailed, objective, and accurate view of the project progress to-date has been obtained with recommendations and conclusions drawn from data which has been cross-referenced and triangulated.
12. The Project strategy remains highly relevant and represents important opportunities of cross-semination and to inform the Government of Malaysia's (GoM) flagship CFS initiative. While the AMAP was engaged to pare down and reconstitute the results hierarchy, the Project's strategic results framework is still ambitious given the time remaining and yields some weaknesses. Simply put, the number of indicators are untenable and the MTR provides recommendations herein on how to whittle this down further and to concentrate on core deliverables.
13. Unhappily, the Project has realized only 2 of the necessary 6 triggers in full for an extension beyond 2021, and partially achieved two others. The overall conclusion of the MTR is that some limited progress has been made towards the Project's Development Goal that can help to advance elements of sustainable forest landscape management in the Central Forest Spine Landscape to secure critical wildlife habitats, conserve biodiversity and carbon stocks, and maintain the continuous flow of multiple ecosystem services. The MTR consultant team is unconvinced the Project has increased federal and state level capacity at a scale necessary to execute the CFSMP. The latter is a result of a pervasive business-as-usual outsourcing model, as opposed to "homegrown" strengthening of institutional and operational structures.
14. The vehicle by which increased capacity is to be realized is through the development and implementation of a standard training programme for sustainable forest landscape management within CFS and to be mainstreamed into existing CFS implementing agencies at each of the landscapes, as opposed to one-off ad hoc thematic training sessions. Based on discussions, this work has neither started nor is it on the radar of most stakeholders, and most worryingly, a number of extended PSU staff. Two out of the three sustainable forest landscape management plans are still under development and cannot be piloted. As a result of delays with the OSC, forest landscape management plans will not be informed by either biophysical and socio-economic data sets which represents a missed opportunity and to date, carbon forestry components of the Project are non-existent. Furthermore, management plans cannot be financed sustainably through innovative diversification as these mechanisms are still being explored. Finally, institutionalized engagement of stakeholders both for planning and implementation of forest landscape management plans, along with conflict management are not adequately ensured at the time of the MTR. Capacity development efforts have progressed in spite of COVID-19 but have not been timely, sometimes coming after it was most needed as in the case of Local Community Rangers. Based on training reports, the leveraging of existing training caused disruption and friction between stakeholders involved. The MTR team also observed that capacity building has been delivered piece meal without a unifying framework tying together all training efforts under the project. Similarly, the development and imparting of a comprehensive community awareness raising and capacity development on landscape connectivity and HWC is considered to be highly important in light of the low level of community awareness on the CFS.
15. Disappointingly, the key executing partners have let some easy wins slip by. Efforts to empower FDPM staff under the Wildlife Act has been a long and drawn-out process with progress made only in Perak and Johor with the nomination of officers and delegation of power scheduled to occur by the fourth

week of December 2021; the FDPM has been reluctant to institutionalize SMART patrols and there has been resistance to readily share data other than through one-off bureaucratic requests, which would make a common data sharing platform entirely redundant. While the Project was intended to be transformative, contribute to more cross-agency collaboration, and be a paradigm shift towards greater mainstreaming of sustainable forest and landscape management, the above are just a few examples - among others uncovered by the MTR - the status quo still prevails.

16. That said, the Project has set in motion many foundational activities and studies, particularly collaborative local SMART patrolling, a biodiversity monitoring protocol to be used as one of the main references for capacity building programme, a number of socio-economic studies, good but isolated examples of community livelihood activities, gazettement of corridors and their inclusion in local district plans, and concerted external communication efforts. If cultivated carefully and cross-stream dependencies are built in, these can help register strong successes in the year ahead. More time is needed to consolidate results of core deliverables.
17. Having been operational for under a year, project management is still finding its footing, but making some strides forward. While technically competent, focus on strategic results and the bigger picture - especially on dependencies between work and impact pathways - is weak and ought to be revisited. Perak provides a good model for the other two project landscapes and can be used as an internal benchmark for performance. Financial delivery of GEF funds is sub-optimal and given the current burn rate is only likely to cross 50% in 2022. Efforts to ensure that government co-finance effectively contributing to the achievement of results must be actively monitored.
18. Institutional and financial sustainability of the Project are likely to endure as part of the government's broader CFS mandate and commitments in the 12MP; however, it is constrained by the lack of institutionalization of landscape management planning and capacity development efforts. The Project should set an example in demonstrating best practices of environmental sustainability by reducing fragmentation between forest reserves as opposed to within them to restore ecological services. For the Terminal Evaluation (TE), the sustainability of results largely hinges on the Project's ability to secure continued funding of landscape management plans beyond the project lifetime, diversify state budgets to reduce pressure on extractive pressures and to prove out management models and mainstream lessons into the flagship CFS programme.
19. Based on delivery to date and insufficient progress on core deliverables that will contribute to the Development Objective, the Project would benefit from streamlining to prioritize outputs that will be key to other projects in the GEF pipeline and those which stand the best chance of being implemented in 2022 rather than just delivered by the end of the Project.

Preliminary Lessons Learned

20. As part of the MTR, a lessons learned workshop was organized on 5 November 2021 consisting of 28 participants. The workshop was informed by prior self-directed group discussion sessions as participants were placed in one of 5 groups comprised of 5-6 people each. This process uncovered more than 54 lessons, 30 of which were discussed during the workshop itself and prioritized through polling. The MTR consultant team finds the following emerging and relevant lessons gleaned from the review of the documents, consultations with the project stakeholders and from the workshop outputs:

Emerging lesson 1 - documenting requirements prior to embarking on any ICT decision making tools: The Project has proposed a number of ICT tools such as the OSC and an integrated data sharing platform for SMART patrolling and data-driven decision making. Any IT tools should be anchored to a requirements document to ensure it meets the needs of end users and has a cohesive strategy from the outset. These information systems also ought to be accompanied by data sharing agreements and a change management plan, as well as accompanying documentation of new proposed business processes to support transition to how they should be leveraged as part of people's existing job functions.

Emerging lesson 2 - stronger alignment at design of project targets so they are not entirely out of reach from those who ultimately manage projects: While GEF projects must be ambitious to achieve global environmental benefits, they need to balance and take into consideration the sphere of influence of the management teams that implement them so as not to set them up for failure with unrealistic expectations and targets that are complex, especially those related to species. Contexts change and projects should be afforded flexibility to revise outcomes and outputs that clearly cannot be achieved at the end of the project period and replace them with more rational and feasible alternatives.

Emerging lesson 3 - continuity in leadership and resourcing is key to project delivery and even more so in complex ones: Too many resource changes within a project, especially key decision makers, can have significant negative impacts.

Emerging lesson 4 - project teams need to be empowered to make decisions: NIM projects must be country-owned and country-led and delivery teams must have the latitude to make mistakes, learn from them and make firm decisions that stick. As part of the UN Secretary General's Development Reform, accountability should be concentrated in the National Project Manager. The National Project Director should be sufficiently involved to ensure engagement and to facilitate rapid decision making when needed. Clear escalation channels should be established so projects can focus on delivery.

Emerging lesson 5 - too much time focusing on procurement, contracting and administrative modalities can derail delivery: Introduction of new requirements and the reopening of administrative procedures derail projects with many stakeholder contracts and disbursements. These need to be locked from the outset.

Emerging lesson 6 - upfront training and readiness: the Implementing Agency should spend time on readiness and providing guidance and best practice on key themes like project management, financial requirements, and approach to gender and community that need to be addressed at the outset and when there is a change in resourcing.

Emerging lesson 7 - state liaisons and coordinators are key management arrangements for the Malaysian context: The establishment of the State Officer / Liaison has delivered significant benefit in working with the State Agency. When positions at State are not filled, especially coordinating roles, it hampers the project significantly.

Recommendation Table

21. The recommendations which have emerged as a result of this MTR is presented in Table 4. For each recommendation, the following information is given: the general topical category (Project Design and

Strategy, Progress Towards Results by Objective and Outcome, Project Implementation & Adaptive Management or Sustainability); an indication of the priority level; and an indication of who the primary responsible parties or units will be for implementation. Table 5 provides proposed amendments to the key milestone triggers for subsequent Project extensions until 18 December 2023 when the Project will be operationally closed. Finally, Figure 1 articulates a delivery roadmap for 2022.

22. Initially, the MTR had recommended a "long list" of **14 corrective** actions (of which 13 are High and 1 Medium Priority), and **7 augmentative** actions (of which 6 are High and 1 Medium Priority) to be considered by the IC-CFS project.
23. In an effort to be more pragmatic and upon discussion with the UNDP Malaysia Country Office and the UNDP Regional Technical Advisor, these were whittled down. In the course of refining the list, augmentative recommendations and those that might be difficult to implement in the time remaining were removed altogether, leaving the **15** recommendations which constitute this final list.

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
Project Design and Strategy				
1	In spite of not meeting all the necessary triggers for an extension, the MTR consultant team believes there is strategic value to continuing the Project and recommends allowing it to accelerate efforts on activities which will slip into the new year and consolidate results on core work into 2022. Note: <i>There should be no expectation on any subsequent extensions and the Project must deliver hard results. If tangible results towards the objectives are not realized by mid-2022 the Project should take steps to wind itself down gracefully. See Table 5 for suggested new milestone triggers.</i>	Project Design and Strategy	H	IA, RTA and UNDP BPPS
2	The Project's weaknesses in results-based management largely stem from issues of the strategic results framework and from a sub-optimal focus of results planning and monitoring. While the MTR does not recommend revisiting the SRF at this juncture - as it will divert attention away from delivery - it is clear that without streamlining and prioritizing core deliverables, the Project is at a high risk of not realizing its core objective. Furthermore, the Project should avoid spreading itself thin and trying to accomplish everything in each state. Instead, the Project should focus on the value added and what elements have been advanced in each state to prove out a model that can be replicated in other states	Project Design and Strategy	H	PSU, AMAP, RTA, PSC and GEFSec

¹⁶ For further details on these recommendations, refer to these numbers as they appear in the text of the report in Section IV

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>under the GoM's national flagship CFS initiative.</p> <p>Following the MTR, it is recommended the Project revisit its 2022 Annual Work Plan and adopt a more streamlined work programme which prioritizes on the following investments:</p> <p>Cross-cutting:</p> <p>a) Output 1.1.1: Implementation and refinement of the Biodiversity Monitoring Protocol in the CFS Landscape, one decision-making paper developed and submitted for approval to state and a module developed and included in the standard training programme for sustainable landscape forest management in the CFS (Output 2.3.3);</p> <p>b) Output 1.2.1 - 1.2.5¹⁷: (i) empowering 5 officers from each state (from the State/ National Parks Corporation and State Forestry Department) under the wildlife act; (ii) institutionalization of SMART based patrolling system within federal and state forest departments; (iii) enabling / accelerating prosecution of wildlife crime; (iv) data sharing agreement and common data sharing platform; (v) systematic capacity building programme related to monitor biodiversity; (vi) training on SOPs; and (vii) training on forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels;</p> <p>c) Outputs 2.2.2: more critical forest areas within the corridors gazetted based on the outcome of the ongoing study and recent tiger census data;</p> <p>d) Outputs 2.3.3: A standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS developed, mainstreamed into existing CFS implementing agencies at each landscape and institutionalized within the Institute of Biodiversity, Lanchang and/or other relevant forestry training institutes;</p> <p>e) Outputs 2.3.3: Continuation of dedicated CFS Counterpart Officer at each state.</p> <p>Pahang:</p> <p>a) Output 2.1.1: Implementation of Management Plan;</p>			

¹⁷ The Local Community Rangers will only be employed until the end of the year, and thereafter, according to the DWNP, will be absorbed into the VetOA programme to upscale it. Therefore, Output 1.2.3 should be brought to a closure once transition is finalized.

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>b) Output 2.2.1: Rehabilitation of degraded habitats¹⁸;</p> <p>c) Output 2.3.1: Livelihood activity (Malayan Rainforest Station in Merapoh - hornbill stewards) + cross learning with other livelihood interventions;</p> <p>d) Output 3.1.1 + 3.3.1: Financing plan + state buy-in / commitment to implement at least 1 measure (The end-of-project target is "one state has incorporated sustainable financing considerations into the CFS state plan and into their annual budget").</p> <p>Perak:</p> <p>a) Output 2.1.1: Finalization and implementation of Management Plan;</p> <p>b) Output 2.3.1: Livelihood activities + cross learning with other livelihood interventions:</p> <ol style="list-style-type: none"> MNS - Tualang Honey Harvesting PSPC - Fish sanctuary, fly fishing, trail building for hiking / trekking and herb trail + plant nursery¹⁹ <p>c) Output 2.3.1: Socio economic baseline study²⁰;</p> <p>d) Output 2.3.2: Study on economic losses due to HEC (ties in directly with the consultancy to develop a guideline and action plan on non-consumptive wildlife tourism, which will be piloted in RPS Air Banun);</p> <p>e) Output 2.3.3: Training module on non-consumptive wildlife tourism (bird watching and elephant spotting) developed by DWNP. Training will be piloted using this module. The target audience is indigenous communities in CFS1:PL2 in Perak.</p> <p>Johor:</p> <p>a) Output 2.2.1: Rehabilitation of degraded habitats²¹;</p> <p>b) Output 2.1.1: Implementation of Management</p>			

¹⁸ Pahang has only contributed 120 ha out of the 629 ha that should be rehabilitated.

¹⁹ Good buy-in has been generated by the project with Perak SFD, and the project has commissioned the development of a guideline to ensure that the plants grown at the nursery meet the requirements of the Perak SFD.

²⁰ The MTR notes that while there is no guarantee that it will tie in directly to the livelihood activities initiated under the project (as it is still in an early stage), it is the first study that incorporates gender elements, and will be useful in providing insights from a gender perspective (among other things), as long as the results are shared through cross learning per recommendations.

²¹ Connectivity and further fragmentation is the biggest problem in Johor, and the Project has only rehabilitated 15 ha out of the 629 ha. The caveat here is that it is imperative that the sites targeted for rehabilitation should improve connectivity of corridor linkages and not be in the middle of the forest reserve.

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>Plan;</p> <p>c) Output 2.3.1: Livelihood activities: Ecotourism in Kg Peta (apparently initiated under CFS 1.0 but since then not monitored) - recommendation is simply to reinstate monitoring and tracking of household income. Not to start anything new.</p> <p>Note: <i>Paring down the scope of work in line with the above and removing activities may have consequences and implications on the available budget. The Project should not expect the same budget envelope for less ambition and what was endorsed by the GEF. This however, will help focus on core work and deliverables in the time remaining that are likely to become the legacy of the IC-CFS project.</i></p>			
3	<p>As best practice, it is recommended to strengthen due diligence and improve Social and Environmental Safeguards by:</p> <p>a) Allocating funds towards contracting a short-term Safeguards Specialist from the existing UNDP BRH roster to undertake a desktop safeguards review, to revisit the social and environmental risks identified by the Project at the outset and risks from planned activities, especially those relating to the gazettement of ecological corridors;</p> <p>b) Based on the risk of potential displacement, ensure the Orang Asli in the Project landscape are made aware of the grievance and FPIC mechanism to UNDP if they disapprove of activities which threaten them;</p> <p>c) Engaging MNS to conduct workshop(s) on free and prior informed consent as needed to inform communities of levers and recourse available to them.</p>	Project Design and Strategy	M	PSU, IA and UNDP BRH
Progress Towards Results by Objective and Outcome				
Objective				
4	There is currently insufficient focus on tiger conservation planning in Output 2.2.2. It is recommended the Project leverage tiger data census data as a bridge for collaborative decision-making, bringing together FDPM and DWNP to look at the main points of connectivity and taking a holistic approach to tiger conservation.	Progress Towards Results by Objective and Outcome	H	FDPM and DWNP
5	The Project should consider repeating the capacity development scorecard immediately following the MTR to reassess progress against the baseline. Ideally this should be done by an experienced consultant who - for continuity - should be engaged again to repeat it prior	Progress Towards Results by Objective and Outcome	H	PSU

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	to the Terminal Evaluation. This will ensure standardization and credibility in its results.			
6	<p>The Project needs to be more systematic and requires a paradigm shift with respect to increasing capacity. Currently most outputs are outsourced to consulting firms or to NGOs, which does not build in-house capacity. It is recommended to establish a knowledge transfer mechanism built by the Project in each of the Terms of Reference to strengthen Federal and State capacity. Finally, all 3 states need to be involved in all studies to enhance their understanding of CFS.</p> <p>Generally, CEPA activities should be put on pause at least until mid-2022, until there is a shared vision and coherent capacity building strategy as opposed to one-off trainings and more progress on core deliverables which contribute to the Development Objective.</p> <p>Additional Note:</p> <ul style="list-style-type: none"> The CEPA programme to rehabilitate degraded forest areas (1 ha per state) has already been initiated insofar as hiring the consultants go. These are the ones from UPM. But their contract also includes research to analyses why rehabilitation of degraded forest areas failed previously, and which it seems FDPM needs since they don't have a guideline on rehabilitating different types of forest areas. They've been using 1 standard guideline (and are required by the National Auditors to demonstrate that they are abiding by a guideline - and since there is only 1 standard guideline available, they defaulted to using that one). The latter should be allowed to continue. 	Progress Towards Results by Objective and Outcome	H	PSU
Outcomes 1.1 - 1.2				
7	Without a compelling business case of how the OSC will benefit the Project and help inform decision-making and what data sets from the Project itself will be integrated, and without clearly documented requirements and architecture, this piece of work should either be wound down under the Project or taken forward using co-financing or FDPM resources as a separate initiative.	Progress Towards Results by Objective and Outcome	H	PSU
Outcomes 2.1 - 2.3				
8	As the Project becomes more successful in empowering state officers under the Wildlife Act (in Perak currently 3 from PSPC and 2 from Forestry Department), it is imperative that the Forestry	Progress Towards Results by Objective and Outcome	M	FDPM

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	Department allocates resources to initiate patrolling and enforcement under the Wildlife Act.			
9	In the absence of a standard training programme and to accelerate delivery of Output 2.3.3, the Project <u>may wish</u> to consider leveraging and tailoring the existing training course on managing biodiversity in the landscape "A Common Vision on Biodiversity". The training should also encompass a module on the Biodiversity Monitoring Protocol in the CFS which has been finalized. To ensure sustainability, capacity building training courses should be institutionalized in the Institute of Biodiversity, Lanchang and/or relevant training institutes, trainers trained and offered to Project and state partners.	Progress Towards Results by Objective and Outcome	M	PSU
10	<p>In the absence of a gender sensitive approach at the onset of the Project, all livelihood-related activities must document sex-disaggregated data and track incremental household incomes resulting from Project activities. A standardized tracking sheet may be disseminated to all relevant agencies/NGOs to ensure appropriate capture of data for monitoring and evaluation.</p> <p>The project is encouraged to strengthen its focus on women to attain gender parity, by targeting women for livelihood-related activities. In addition, to ensure that indigenous women are benefitting from the activities geared towards them, agencies/ CSOs overseeing a livelihood activity must make sure that the women who are conducting the livelihood activity receive the income directly, and that it is not disbursed or channeled through the male head of household (e.g. raw beeswax production under the tualang honey harvesting project).</p>	Results by Objective and Outcome	H	PSU
Project Implementation & Adaptive Management				
11	Improve the Project's administrative, contracting and payment procedures: a) revisit the Project's administrative Standard Operating Procedures immediately following the MTR one final time and get sign off by the IA and IP with <u>all</u> use case scenarios and permutations fully documented therein. If new requirements emerge, an amendment to the SOPs shall be undertaken first, before they are introduced to minimize disruption and reputational risk. Any contracts already in flight should proceed uninterrupted; b) standardize overhead / administrative payments to	Project Implementation & Adaptive Management	H	IA, IP and PSU

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>sub-contractors (e.g. pro bono work being done by WWF vs. 10% administration fee for MyCat);</p> <p>c) establish a reasonable holdback to all work undertaken by consultants and firms, although the Project should use its discretion in cases where grassroots organizations do not have liquidity and are unable to "float" salary payments to Local Community Rangers;</p> <p>d) establish Service Level Agreements for processing of payments and salaries and enforce these vigilantly. Deviations should be escalated to the Senior Management committee;</p> <p>e) Implementing Agency to provide upfront and ongoing refresher training on financial procedures and obligations of GEF projects.</p>			
12	Provide upfront and ongoing refresher training on project management best practice and how to apply a gender lens to GEN2 projects should be the norm as is the case with other UNDP Country Offices. This can help build relationships with the IP and also establish the necessary readiness to succeed at implementation.	Project Implementation & Adaptive Management	H	IA
13	<p>Strengthen the Project's governance and management arrangements:</p> <p>a) initiate PSC meetings twice annually for the remainder of the Project. The first should gauge and take stock of progress on the previous year's AWP and help remove barriers / obstacles to implementation, while the latter should approve the following year's AWP. Additional extraordinary sittings of the PSC may be necessary as key issues and risks emerge, but these can be handled virtually or electronically;</p> <p>b) establish a small Senior Management "escalation committee" made up of no more than 5 individuals as a formal mechanism to quickly resolve project operational bottlenecks that are escalated. It should function in parallel to the Project Steering Committee. This group can consist of the IA DRR, IP Deputy SG, rotating representative from the AMAP and the GEF OPF to resolve issues. The National Project Manager shall escalate issues (by way of a two-page briefing note) to the Senior Management committee that cannot be resolved internally by the Project through its governance mechanisms for a decision;</p> <p>c) establish a more dedicated and targeted forum to engage the forestry department. Right now there is just a yearly forum. There should be a dedicated</p>	Project Implementation & Adaptive Management	H	IA, IP, PSC, AMAP and PSU

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>session for this Project to engage Forestry and what needs to be done on an expedited basis;</p> <p>d) empower the NPM to be the owner, strategist and orchestrator of all activities;</p> <p>e) The job scope of the SPCs should be amended whereby oversight of the Project ought to be added into their respective KPIs to enable them to prioritize activities as opposed to ad hoc FDPM requests;</p> <p>f) key decision makers from the Implementing Agency (IA) and Implementing Partner (IP) or their representatives with delegated decision-making authority must be present at key meetings (including PMU meetings, Annual Work Planning etc.). The IA and IP must either attend and contribute to discussion directly, or respect the country driven approach and decisions made at these forums. The Project should not be made to wait for post-facto input that can reverse decisions in the best interest of the Project. If a decision maker cannot be at the meeting either it is moved to accommodate or all parties shall respect decisions made. The IA should be invited to all key meetings.</p>			
14	<p>Improve work planning, stakeholder engagement and communication:</p> <p>a) Establish regular regimented project updates open to all Project stakeholders and to the PSC, to break out of silos and connect with the broader picture. It is incumbent on the NPM, in consultation with the NPD, to define the strategy and coherence of all work to deliver on the Project's core objective;</p> <p>b) Make better use of all members of the PSU ensuring accountability for roles and division of workload. The entire PMU and SPCs should understand the strategy behind activities and dependencies between them;</p> <p>c) Establish a forum to enable cross-pollination between sub-contractors, between NGOs and between both, as a mechanism to surface dependencies, overlap and efficiencies;</p> <p>d) Conduct exchange visits between the states involving teams of forestry staff, executing partners and community representatives with clear objectives for structured knowledge sharing, documentation and results dissemination;</p> <p>e) Make an Engagement Plan for continuous and</p>	Project Implementation & Adaptive Management	H	IA and PSU

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	senior project engagement with corresponding senior levels at the States e.g. State EPU and State Secretary and at the Federal Level to the National Lands Council.			
Sustainability				
15	<p>The Project's efforts to engage women and to avoid elite capture of benefits at the community level are inadequate. In order to mainstream gender and social equity into implementation, the Project is advised to:</p> <ul style="list-style-type: none"> a) ensure both initial and ongoing "floating" support by UNDP community and gender subject matter experts to all projects within the portfolio is recommended. Projects should not bear the burden of undertaking gender responsive implementation and community engagement without proper guidance, especially if projects were not designed as such and afforded a budget to do so; b) amend the Project's "Stakeholder Participation and Communication Strategy". The strategy document should contain the strategy of engaging women and other disadvantaged groups, informed by the Project's forthcoming socio-economic survey(s) results. The strategy should spell out the principles of engaging women and disadvantaged groups into project implementation (including the identification of beneficiaries of livelihood development activities), translate them into clear strategies and operationalize them through a Stakeholder Participation and Communication Plan. This Plan should contain trackable targets which shall be linked to and tracked by the Project's monitoring system; c) collect indicators specific to gender and disadvantaged groups in the course of monitoring to allow adaptive management to focus on the effective mainstreaming of these broader development objectives²²; d) vigilantly collect sex-disaggregated data for utilization in all internal and external reporting including PIRs, PAR etc.; e) give gender equity due consideration for identifying 	Sustainability	H	IA, IP and PSU

²² Sex-disaggregated data refers to any data on individuals broken down by sex. However, gender indicators are more than data disaggregated by sex, and involve data analysis to reveal gender roles, relations and inequalities in society. Because gender roles, relations and power dynamics within a community may change over time, gender indicators play an essential role in monitoring these changes. Gender indicators can refer to quantitative or qualitative indicators based on sex-disaggregated statistical data. Quantitative gender indicators measure numerical changes over time, while qualitative gender indicators measure changes in experiences, attitudes or perceptions.

Table 4: List of Recommendations

Number ¹⁶	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>beneficiaries of livelihood investments. Instead of the generic type of activity (e.g. honey harvesting) driving the selection of eligible beneficiaries, the needs of those who are most heavily depending on forest resources and are thus most impacted by resource use restrictions for conservation should be identified and their alternative livelihood needs be met;</p> <p>f) consciously contract women facilitators to engage with women in the Project landscapes;</p> <p>g) ensure an understanding of gender-based power dynamics within a community. This understanding is essential in informing the design of activities and ensuring that the results are experienced equitably. For example, good practices for distribution of financial aid/ income to ensure that women are recipients of those funds.</p>			

Table 5: Suggested Modifications to the Key Milestone Triggers for Future Extensions

Month / Year	Old Milestone(s)	Proposed New Milestone(s)
December 2021	<ul style="list-style-type: none"> PIR rated as MS or higher; MTR rated as MS or higher overall with sustainability rated as ML or higher; Monitoring tool for biodiversity, ecosystem services and carbon stocks developed; Integrated SMART patrolling initiative piloted in one State; Management plan for Johor (Panti - Ulu Sedili) ecological corridor developed; CFS sustainable finance plan for one state drafted. 	<ul style="list-style-type: none"> PIR rated as MU or higher; MTR sustainability criteria rated as ML or higher; Monitoring tool for biodiversity finalized and ready for piloting in Johor alongside the corresponding management plan; Management plan for Johor (Panti - Ulu Sedili) ecological corridor developed.
July 2022	N/A	<ul style="list-style-type: none"> 75% of the MTR recommendations taken on as part of the management response in flight with 25% completed; 2022 PIR rated as MS or higher; Monitoring tool for biodiversity developed into a module as part of the Project's standard training programme and should be institutionalized in the Institute of Biodiversity, Lanchang and/or other relevant forestry training institutes²³;

²³ The UNDP-GEF has invested significantly in the transformation of the Institute for Biodiversity, Lanchang as a training institute and center of excellence. Therefore, this would be the natural home for such a training. Nonetheless the MTR Team remains cognizant that this training might be delivered by other entities and institutions as appropriate.

Table 5: Suggested Modifications to the Key Milestone Triggers for Future Extensions

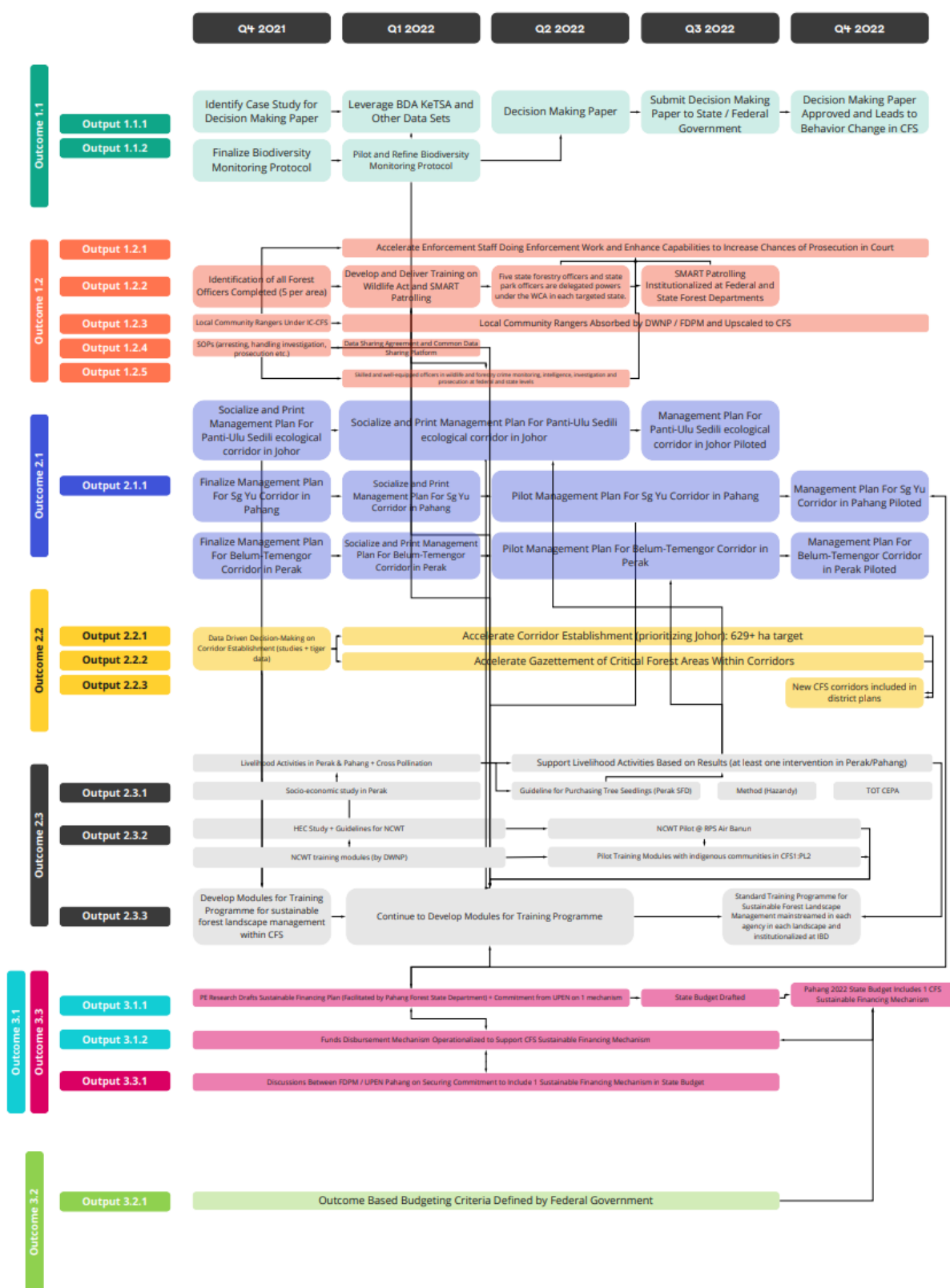
Month / Year	Old Milestone(s)	Proposed New Milestone(s)
		<ul style="list-style-type: none"> 5 forestry/ state park/ national park officers from each of the targeted states empowered under the Wildlife Act and trained; Integrated SMART patrolling initiative institutionalized within the FDPM and piloted in three States; A data sharing agreement developed and established between FDPM, DWNP and FRIM; Management plan for Johor (Panti - Ulu Sedili) ecological corridor piloted and a governance mandate agreed for its monitoring; CFS sustainable finance plan for one state drafted and commitment from State on piloting one financial mechanism therein.
December 2022	<ul style="list-style-type: none"> PIR rated as MS or higher; Monitoring tool for biodiversity, ecosystem services and carbon stocks piloted in one State; Community-based wildlife monitoring programme established; Management plan for Pahang (Sungai Yu – Tanum) and Perak (Belum – Temengor) ecological corridor developed; CFS sustainable finance plan for one state developed. 	<ul style="list-style-type: none"> Community-based wildlife monitoring programme established; Management plan for Pahang (Sungai Yu – Tanum) and Perak (Belum – Temengor) ecological corridor developed; One financial mechanism from the CFS sustainable finance plan included in the state budget for 2023; Outcome-based budgeting criteria finalized and communicated to all States; Results from socio-economic study used to determine livelihood projects and at least one intervention activated in Perak or Johor; 1 decision making paper informed by the biodiversity monitoring protocol tool submitted to the targeted state/federal council/Cabinet for approval; 50% of enforcement staff deployed to patrol duty in the field as opposed to desk duty; SMART based patrolling system is developed, adopted, implemented and data shared by DWNP, state forestry, state parks and other related stakeholders at 1 or 2 target states (maximum for 2 target states); A standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within the CFS established and mainstreamed into 3 CFS implementing agencies within

Table 5: Suggested Modifications to the Key Milestone Triggers for Future Extensions		
Month / Year	Old Milestone(s)	Proposed New Milestone(s)
		each targeted state.

Figure 1. IC-CFS Roadmap 2022 (with dependencies)

Mid-Term Review: "Improving Connectivity in the Central Forest Spine (CFS) Landscape - IC-CFS" - Final MTR Report

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I. INTRODUCTION

A. Purpose and Objectives of the Midterm Review

24. MTRs are a mandatory requirement for all GEF-financed full-sized projects (FSP). They are primarily a monitoring tool to identify challenges to a project's progress towards planned higher-level results, as detailed in the Project Document, and to outline corrective actions, where needed, to ensure that a project is on track to achieve maximum and sustainable results by its completion. MTRs are thus forward looking and solutions oriented. A thorough MTR can also lay the foundation and be instrumental for a strong Terminal Evaluation (TE).

Table 6: Key features of Midterm Reviews of UNDP-GEF projects	
Mandatory for:	Full-sized projects
Priority focus:	<ul style="list-style-type: none"> • Assessment of progress towards results; • Monitoring of implementation and adaptive management to improve outcomes; • Early identification of risks to sustainability; • Emphasis on supportive recommendations.
Timeframe:	The MTR report must be submitted with the 3rd PIR. In exceptional circumstances such as the IC-CFS project this is not the case.
Values & Emphasis:	<ul style="list-style-type: none"> • Independent, i.e., MTR consultants must be non-UNDP and non-GEF personnel, and must not have had any part in the project design or implementation, including the writing of the Project Document; • Emphasis on a participatory and collaborative approach; • Opens opportunities for discussion and change in project, as needed.
Ratings provided for the following:	<ul style="list-style-type: none"> • Progress Towards Results (by Outcomes); • Project Implementation & Adaptive Management; • Sustainability.
Budget:	Typically, US\$ 30,000-40,000 for Full-sized projects depending on project size and scope and usually budgeted in the Project Document within the M&E Plan.
Management response required by UNDP?	Yes

25. Following on the above, the MTR of the IC-CFS project is being carried out in line with the UNDP/GEF "Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects" (2014)²⁴. In accordance with this guidance, the MTR assesses:

- the project's strategy;
- the effectiveness of project implementation and adaptive management;
- the risks to project sustainability; and
- early signs of project success or failure, as an indication of progress made towards achieving the intended results.

26. The assessment to be carried out in this review will be based upon factual evidence which is credible, reliable and useful. Most importantly, the MTR will identify and recommend changes that may need to

²⁴ http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf

be made during the final implementation phase, in order to set the project on-track to achieve its intended results.

27. In line with the core goals of the GEF’s updated monitoring policy to help the GEF to become more effective in its pursuit of global environmental benefit, the evaluation has the following two overarching objectives:

- I. To promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF-financed activities; GEF results are evaluated for their contribution to global environmental benefits;
- II. To promote learning, feedback, and knowledge sharing on results and lessons learned, among the GEF and its partners as a basis for decision making on projects, programs, program management, policies, and strategies; and to improve performance.²⁵

28. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation (especially for any subsequent phases of the project or follow-up investments, if applicable).

B. Scope and Methodology

29. An MTR inception report was prepared in line with the MTR ToRs outlining the proposed MTR methodology. The methodology of the MTR has followed the “phased” approach set forth in the inception report and noted below (Ref. Annex A for MTR ToRs, Annex B for MTR kick-off meeting slides and Annex C for the Inception Report).

30. Information for the MTR was collected using a combination of secondary sources and direct consultations with stakeholders via unstructured interviews and a dedicated workshop. The general approach and methodology for the MTR was to identify key areas of particular concern identified through the initial review of documents including the Results Framework, PIRs, semi-annual and quarterly reports, Project Steering Committee minutes and preliminary tone-setting discussions with the UNDP Malaysia Country Office, members of the PSU and the UNDP-GEF RTA based in the UNDP Regional Centre in Bangkok. Importantly it took stock of the IRR and the recommendations therein as the starting point for the prioritization of the MTR’s emphasis.

31. The main methods of data collection used during the MTR are listed below with additional details provided in annexes.

Development of Evaluative Matrix

32. As per Annex 3 (ToR Annex C) of “UNDP/GEF Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed Projects”²⁶, an evaluative matrix was prepared by the MTR team at

²⁵ <https://www.gefio.org/evaluations/gef-me-policy-2019> (page 5)

²⁶ http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf (page 46)

inception, and is presented in Table 7.

33. As shown in Table 7, the evaluative matrix presents the key questions that are to be answered during the course of the MTR. These questions relate to the following four subject areas:

i. Project strategy (not rated in MTRs):

- Is it proving effective in reaching the desired higher-level results?
- If not, what changes are needed to get the project back on track?

ii. Progress towards results:

- As measured against project document & workplans, especially the results framework, indicators and targets, agreed GEF Tracking Tool(s);

iii. Project implementation and adaptive management:

- Identify challenges & propose additional measures to strengthen;
- Areas to assess include: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communication.

iv. Project sustainability:

- Assess key financial, socio-economic, institutional framework & governance and environmental risks to sustainability.

34. Rating scales for the above are available in Annex D. Additional topics and questions are included under each of these four broad areas (see Annex 1, Section D) and in Chapter 3 and Annex 3 of the UNDP-GEF guidance for MTRs.²⁷

35. The matrix also identifies:

- i. the various indicators which will reflect whether or not specific conditions or targets are met;
- ii. the sources of data and information to be utilized to support the analysis; and
- iii. the methodology to be employed in gathering the data.

36. Taking all these features into account, the evaluative matrix provides a clear and logical guide for how the MTR is to be conducted. As such, the following evaluative matrix was used as a logical guide of the core MTR line of questioning. Some of the questions identified herein changed as the consultants drilled deeper into specific issues and as additional documentation was digested during the fact-finding stage that was not made available at the time of the inception report.

²⁷ [Ibid](#) (pages 14 & 29)

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Questions Related to the Review of Project Indicators			
Project Objective: To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.			
What monitoring data has been / is being collected to support the project's results indicators?	Evidence of active and ongoing collection of monitoring data and not post-facto.	Document review, stakeholder	Desk review and interviews
Regarding the net loss of forested area, how do you plan to gazette the remaining over the next year when the net so far is a minus?	Evidence of gazette notifications from the start of the project.	Document review, stakeholder	Desk review and interviews
When were previous CFS capacity development scorecards developed? Could you please indicate all dates? Were there capacity development scorecards developed via virtual meeting? Could you please indicate the dates and the progress/status? Has there been a consistent improvement in scorecard results from inception of the project through the midterm? When and what are the processes in updating the scorecard? Are the scorecards being applied in a standardized way and is guidance provided?	Evidence of update on CFS capacity development scorecards and scorecards result.	Draft scorecard, capacity scorecards development documentation and reports, stakeholder	Desk review and interviews
To what extent has the CFS conservation funds received regular replenishments? Who is providing (or supposed to provide) these replenishments?	Increase in income within funds.	Financial reports and forecasts	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
<i>Outcome 1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystem and carbon stocks.</i>			
What is the result of the technical expert engagement to carry out the assessment on potential tools for decision making that was planned on Q3 2021?	Evidence of technical expert engagement process and result.	Documentation on technical expert engagement (including expert analysis report), stakeholder.	Desk review and interviews
How have these "decision making papers" (of 3 scopes of technical input namely biodiversity, ecosystem services and carbon stocks incorporated into the decision-making papers) fed into specific landscape management decisions? Can you give an example perhaps from local plans? Structure Plans? Special area plans or other key landscape level planning documents?	Evidence of integration of decision-making papers	Decision making papers, plans, stakeholder	Desk review and interviews
Was Biodiversity Assessment and Monitoring Protocol in the CFS Landscape published as planned in end of 2020? Has it been operationalized and used by relevant stakeholders? How do you monitor the use of it?	Evidence of protocol and/or protocol development and utilization.	Biodiversity Assessment and Monitoring Protocol, monitoring tool and result of the implementation, stakeholder.	Desk review and interviews
As the protocol for ecosystem services and carbon stocks are only expected to be completed by the end of 2021, what is the progress so far and can you expect it will be completed on time? If not, what is the challenge and what do you think of possible solution to carry this forward in time?	Evidence of the draft protocol and its development process.	Draft of protocol for ecosystem services and carbon stocks, monitoring tool draft, meeting minutes of the protocol development, stakeholder.	Desk review and interviews
How far is the progress for the "one stop centre" since the design development?	Evidence of one stop centre and the plan on using one stop centre.	Documentation of one stop centre development, status and progress, plan of one stop	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
As stated in PIR 2021, how did IRR interfere with the progress? Are there other challenges on completing this? How would you do it differently to complete this indicator? What are the outputs of the one stop centre?		centre operationalization, stakeholder.	
To what extent has the biodiversity protocol/monitoring tool been developed and utilized? What is your strategy to eliminate obstacle of Movement Control Order to conduct field training and how is it fitting the agreed timeframe?	Evidence of biodiversity protocol/monitoring tool, training and application.	Biodiversity protocol/monitoring tool, training records and reports, training plan and execution plan of the protocol, stakeholder.	Desk review and interviews
Outcome 2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels in target forest landscapes to ensure reduction of wildlife and forestry crime.			
How do you calculate the increase of tiger population when there is no baseline data? How do you measure the population and what monitoring data has been collected? Has there been a measurable increase of tiger population? What is being learned about the metrics to monitor tiger population.	Evidence of tiger population throughout the project.	Collection of data on an ongoing basis: patrol data, population data of tiger before and throughout the project, enforcement staffs' job description, list of enforcement staffs and their portion of task, stakeholder.	Desk review and interviews and potentially lessons learned workshop
How many state forestry officers and state park officers are delegated powers under the Wildlife Act in each targeted sites?	Evidence of state forestry and state park officers delegated and their report of the duty and engagements using the powers under the Wildlife Act.	List of five state forestry officers and state park officers who are delegated powers under the WCA 2010 in each targeted state, list of integrated enforcement activities annually, including OBK	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
		(Operasi Bersepadu Khazanah) report, meeting notes of a meeting on 25 March 2021, SOP of the rangers, court list of wildlife cases and prosecution, stakeholder.	
How do the three communities effectively undertake wildlife monitoring and enforcement in the targeted landscape? How do the communities select and appoint the rangers? How do you measure their effectiveness?	Evidence of number of appointed community rangers and their working performance (disaggregated by sex and social group/ethnicity).	Document review, stakeholder	Desk review and interviews
How has the SMART based patrolling system pilot been executed? What are the lessons learned from the pilot?	Evidence of SMART patrol system is used in OBK (Operasi Bersepadu Khazanah).	Decision making paper SMART documentation SMART piloting plan Intelligence technologies assessment report, stakeholder	Desk review and interviews and potentially lessons learned workshop
What is the progress of the assessment of different types of intelligence technology? What kind of technology has been procured? Has it been implemented? If not, what are the barriers to implement such technology?	Evidence of identification of intelligence technology and procurement.	Assessment report of technologies identified, procurement documents	Desk review and interviews
How successful have efforts been to increase prosecution rates of recorded wildlife and forestry crime?	Evidence of increased (15%) prosecutions and stiffer penalties.	Case logs, judicial judgements	Desk review and interviews
Outcome 3: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape			
How has the end of project already been achieved?	Coherence of calculation.	Document review, stakeholder	Desk review and interviews
What is the progress for one CFS management plan for Panti-Ulu Sedili in Johor?	Evidence of management plans (including two drafts plans).	Management plans, stakeholder	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
What is the progress for the other two targeted CFS management plans? What are the obstacles to finish the other two plans, is the time lacking? What would you do to complete the target?			
Outcome 4: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices			
To what extent is the project succeeding in being a show case for new initiatives and how are lessons being captured and disseminated?	Lessons learned being filtered to other projects / initiatives.	Document review, stakeholder	Desk review and interviews
How do you monitor the achievement of 400 ha of degraded forest landscapes rehabilitation that is in line with ARR methodology and CFSMP? What is the distribution of the 400ha to PFR (Permanent Forest Reserve) and state land?	Tracking tool to measure successful rehabilitation.	Tracking and monitoring tool, rehabilitation report, gazette notification (if it is in the state land)	Desk review and interviews
Outcome 5: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict			
What is the involvement distribution of indigenous peoples involved in livelihood related project Taman Negara, Belum-Temengor and Endau-Rompin? How are men and women involved in the livelihood component? How are they differently affected? Is sufficient focus and opportunity given to women to increase their income independently from men, including single women and mothers?	Socio-economic studies result.	Baseline for economic losses, socio economic studies result, stakeholder	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Does the socio-economic study include a gender lens, and identify the different income-generating activities by men and women? Distribution of income by sex?			
What are indigenous household income situation throughout the project, compared to the baseline? Is data available based on sex? Is disaggregated data being actively collected as part of M&E plan? How have cross-cutting issues been included in activity planning and execution?	Socio-economic studies result.	Baseline for economic losses, socio economic studies result, stakeholder	Desk review and interviews
Has the baseline study for economic losses due to Human-Elephant Conflict (HEC) within the indigenous communities been completed? What are the results? Was a gender lens included in the ToR, and subsequently the study? Did/will the study look at the differentiated/ gendered impact of economic loss to women and men in the community? Will any steps be taken by the project to mitigate/address the gendered impact?	Socio-economic studies result.	Baseline for economic losses, socio economic studies result, stakeholder	Desk review and interviews
Outcome 6: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation			
Is there any fund-raising strategy for the long run? What is the continuity of Save Malayan Tiger fund raising?	Funding received from Save Malayan Tiger.	Finance report indicating all the funding sources, stakeholder	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
<p>How was the procurement process in contracting the entity to collect and disburse funds for conservation and sustainable management of CFS?</p> <p>How did the process (including selection) of selecting non-governmental organisation make sure to include non-governmental organisation and implement transparent governance measures?</p> <p>Development of eligibility criteria for traditional and non-traditional stakeholders to access the funds initiated.</p>	Evidence of established entity.	MOU with the entity, terms of reference, documentation of selection process, stakeholder	Desk review and interviews
Outcome 7: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized			
<p>What has been the progress and challenges to funding allocations for biodiversity and ecosystem conservation at the landscape level?</p> <p>How is the Project incorporating lessons from other initiatives?</p> <p>Is the project making synergies with other Projects?</p>	Evidence of synergies and incorporation of lessons.	Leveraging ecological fiscal transfer and modalities in place to receive allocations	Desk review and interviews
Outcome 8: Strategic planning processes in place and being used to link financing to conservation management needs			
<p>What is the progress on the sustainable financing plan for Pahang that was planned on August 2021?</p> <p>What was the strategic planning process to generate the plan? Who are involved in the process (i.e. state economic unit?)</p>	Sustainable financing plan.	Pahang annual budget plan, budget income forecast, stakeholder	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
What is the current status of procurement and what is the work effort to complete it? Is this feasible by end of 2021?			
Project Strategy: <i>To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</i>			
Project Objective: <i>To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.</i>			
Do you believe the project is still relevant to the Malaysian context and what has been the impact realizing thus far, if any?	Consistency with national strategies and policies. Participation of national/state agencies in proposal development.	Project document, meeting minutes, national policy documents	Desk review, questionnaire and interviews
Were lessons from other projects incorporated into the project strategy?	Reference of lessons learned from another project captured.	Project document and stakeholder interviews	Desk review, questionnaire and interviews
How was the project goals and objectives used to update the CPD (2021-2025)?	Consistency with updated CPD.	Comparison between CPD (2016-2020) and CPD (2021-2025)	Desk review, questionnaire and interviews
How is the project prioritizing impact pathways? To what extent has the ToC and underlying assumptions integrated gender equality and other cross-cutting issues? To what extent are these still valid?	Evidence of strategic thinking and prioritizing of activities via impact pathways.	ToC and best practices documents Conceptual model	Desk review and interview with UNDP-CO and RTA
What are additional institutional and operational structures that have been used to date? What are the differences between this project with the existing/past management plan?			
Outcome 1: <i>Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystem and carbon stocks.</i>			

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Was the project strategy developed cognizant of national/state sector development priorities?	Consistency with national strategies and policies. Participation of national/state agencies in proposal development.	Project document, meeting minutes, national policy documents	Desk review, questionnaire and interviews
Outcome 2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest landscapes to ensure reduction of wildlife and forestry crime			
Did persons or groups who would potentially be affected by the project have an opportunity to provide input to its design and strategy?	Level of participation of persons or groups potentially affected by the project.	Project document, inception report, stakeholder interviews SESP	Desk review and interviews
Were gender and social inclusiveness considered in developing the project strategy?	Active stakeholder involvement from both men and women, including positive changes of gender inclusivity.	Project document, inception report, stakeholder interviews	Desk review, questionnaire and interviews
Outcome 3: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape (Original: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in the three priority landscapes via sustainable forest landscape management plans, resulting in maintained status of biodiversity and ecosystem services)			
Did persons or groups who would potentially be affected by the project have an opportunity to provide input to its design and strategy?	Level of participation of persons or groups potentially affected by the project.	Project document, inception report, stakeholder interviews SESP	Desk review and interviews
Other than consulting with stakeholders for information on land use, were they involved in assessing the management plan, especially for the beneficiaries and affected communities?	Evidence of stakeholder consultation.	Documentation of stakeholder consultation (including meeting notes).	Desk review and interviews
Outcome 4: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices			
If you had the opportunity to redesign the project, what changes would you make?	Documentation of any lessons learned to date.	PIR, stakeholder interviews	Document review and interviews
Outcome 5: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict			

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
<p>To what extent was gender mainstreaming included as a criterion in the ToRs for the various studies (socioeconomic baseline study, income losses due to HEC)?</p> <p>To what extent did the project anticipate a gendered impact of its project activities pertaining to livelihood. To what extent will the project address the gendered impact?</p>	Activity planning and M&E plans showing active considerations of cross-cutting issues.	PIR and status reports	Document review and interviews
Outcome 6: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation			
What lessons have been drawn from other initiatives and how has the project adapted?	Evidence of consideration of other project and deliverables.	PB Minutes and PMU discussions	Document review and interviews
Outcome 7: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized			
What is the project's strategy to secure funding allocations for priority landscapes?	Activity planning shows evidence of coherence.	Annual Work Plans	Document review
Outcome 8: Strategic planning processes in place and being used to link financing to conservation management needs			
What is the Project's strategy to implement sustainable financing for priority landscapes?	Roadmap developed.	Annual Work Plans	Document review
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Objective: To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.			
What remaining barriers exist, to achieving the project objective, within the time remaining until project completion?	Identification of barriers and strategies to address the barriers.	Progress reports, meeting minutes, stakeholder interviews	Desk review, questionnaire and interviews
How is the workload divided among the PMU?	Equal division of labour relative to project components.	Org chart, meeting minutes and stakeholder interviews	Desk review, questionnaire and interviews
Outcome 1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystem and carbon stocks.			

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Based on identified successes, how can the project further expand these benefits?	Replication of successful outputs and evidence of enhanced PA management.	Progress reports, meeting minutes, stakeholder interviews	Desk review, questionnaire and interviews
Outcome 2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels in target forest landscapes to ensure reduction of wildlife and forestry crime.			
How have four SOPs related to arresting, handling of seized item, investigation and prosecution for state parks and one decision making paper been developed? How do the rangers feel in executing the SOPs? How have the SOPs been implemented?	Evidence of SOPs related to arresting, handling of seized item and one decision making paper.	SOPs, one decision making paper	Desk review and interviews
What are the success and challenges of the capacity building programme related to the monitoring of biodiversity? What has been done differently since the DWNP and Forestry Department completed the wildlife and forestry crime monitoring, intelligence, investigation and prosecution capacity programme.	Evidence of a systematic capacity building programme.	Documentation of capacity building programme related to monitoring of biodiversity.	Desk review and interviews
How did you conduct OSINT (Open Source Intelligence) training that was scheduled on October 2021? Understanding that other planned capacity building activities such as intelligence and prosecution training must be held physically, how do you plan to conduct this and is it still within the timeframe? How do you compile and use OSINT data from different states?	Evidence of OSINT training and OSINT data compilation.	Documentation of OSINT training, OSINT data gathered	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Outcome 3: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape			
How has COVID-19 impacted the project's outcomes and objectives?	Identification of obstacles to meeting objectives and outcomes as a result of COVID-19.	Project Implementation Review (PIR), Project Board and PMU minutes, progress reports, stakeholder interviews	Desk review, questionnaire and interviews
Outcome 4: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices			
How has COVID-19 impacted the project's outcomes and objectives?	Identification of obstacles to meeting objectives and outcomes as a result of COVID-19	Project Implementation Review (PIR), Project Board and PMU minutes, progress reports, stakeholder interviews	Desk review, questionnaire and interviews
Based on identified successes, how can the project further expand these benefits? How will the further land use assessment help to reserve the total area gazetted in the long run?	Lesson learned of successful forest rehabilitation.	Forest rehabilitation report, stakeholder	Desk review, questionnaire and interviews
Based on the completion of four (4) district local plans to have incorporated the relevant ecological corridors, what are the lesson learned of this? Are there any efforts to monitor the gazettement of corridor establishment of ecological linkages?	Four district plans are incorporating relevant ecological corridors.	Structural and district plans (Johor, Pahang and Perak), stakeholder, gazette notification from district local plans	Desk review, questionnaire and interviews
Outcome 5: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict			
Has the socio-economic study been initiated? Does it include a gender lens? What have been some challenges? How do you make sure there will be an increase in household income of indigenous people involved by 10% in	Socio-economic studies result.	Socio-economic studies result, stakeholder	Desk review and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
the piloted projects? Will you be collecting sex-disaggregated data? Considering the COVID-19 situation, how far can this target go and can you still achieve this when COVID restrictions are lifted?			
Outcome 6: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation			
What has been the progress towards of Outcomes 6-8? What have been the challenges and what successes are materializing?	Evidence of development of coherent approach and roadmap to sustainable financing, diversification and performance-based budgeting.	Project reports and budgets and plans	Desk review and interviews and lessons learned workshop
Outcome 7: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized			
Ibid.			
Outcome 8: Strategic planning processes in place and being used to link financing to conservation management needs			
Ibid.			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Project Objective: To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.			
Have changes in management arrangements been needed, due to changing conditions?	Results from M&E are used to adjust and improve management decisions.	Project Implementation Review (PIR), Project Board and PMU minutes, progress reports, stakeholder interviews	Desk review, questionnaire and interviews with project staff
Have changes been made in management arrangements, and were they effective?	Adaptation and reflection characterize the project's management.	Project Implementation Review (PIR), progress reports, stakeholder interviews	Desk review and interviews with project staff and other stakeholders

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
What support has been required and received from the UNDP-CO in the project implementation? ²⁸	Leadership and active role of the UNDP-CO in project activities and to the project implementation. ²⁹	Project Board minutes, progress reports, stakeholder interviews	Desk review and interviews with project staff and other stakeholders
Were delays encountered in project start-up/implementation, hiring of key project staffs, disbursement of funds, or procurement?	Compliance with schedule as planned and deviation from it is duly addressed.	Annual workplan, project audits, project outputs, stakeholder interviews	Desk review and interviews with project staff and other stakeholders
How have constraints to implementation been addressed and what key challenges remain (e.g. in terms of disbursements, implementation, work-planning)?	Identification of barriers and strategies to address the barriers.	Progress reports, meeting minutes, stakeholder interviews	Desk review and interviews
Is work planning for the project (i.e., funds disbursement, scheduling, etc.) effective and efficient?	Responsiveness to significant implementation problems.	Annual workplan, project audits, project outputs, stakeholder interviews	Desk review and interviews with project staff and other stakeholders
Have changes been made to the project results framework and/or budget during the current implementation phase?	Variances between initial and existing project results framework.	Project Implementation Review, progress reports, stakeholder interviews	Desk review, field visits and interviews
Are the project M&E tools adequate to guide ongoing project management and adaptive processes?	Sufficient budget and fund allocated to M&E and tools aid in its actual undertaking.	Tracking tools, stakeholder interviews	Desk review and interviews
How is risk managed in the project?	Regular updates made to risk register.	Risk log	
Has UNDP been effective in providing support for the project?	Quality and timeliness of support.	Stakeholder interviews, project procurement, disbursement and METT	Desk review, questionnaire and interviews with project staff and other stakeholders
Outcome 1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystem and carbon stocks.			

²⁸ This question and the corresponding indicator will be cognizant of GEF requirement for GEF agency where there must be a separation of roles in oversight and project execution. In summary, GEF agencies such as UNDP is to perform its oversight functions but no role in project implementation, to ensure no conflict of interest. All new GEF projects will require GEF approval for UNDP to provide active support to project implementation in exceptional cases.

²⁹ <https://www.thegef.org/council-meeting-documents/guidelines-project-and-program-cycle-policy-2020-update>

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Has the Implementing Partner been effective in guiding the implementation of the project?	Leadership of the National Project Director and ownership of other Directorate officials.	Project Implementation Review (PIR), progress reports, stakeholder interviews	Desk review, questionnaire and interviews with project staff and other stakeholders
Have executing partners fulfilled their obligations and been effective in the implementation of the project?	Active role in project activities with catalytic support to the project implementation.	Stakeholder interviews, project procurement, METT and reporting	Desk review, questionnaire and interviews with project staff and other stakeholders
Have changes been made to the ToC, if one exists post facto?	Variances between initial ToC and any updated version.	ToC	Desk review and interviews
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding.	Co-financing reports, CDR reports, stakeholder interviews	Desk review, questionnaire and interviews with project staff and other stakeholders
How is risk managed in the project?	Regular updates made to risk register.	Risk log	Desk review and interviews
What has been the most challenging and rewarding aspects of the project that you have encountered thus far?	Enthusiasm of project results linked to the project objective and constructive criticism.	Stakeholder interviews and questionnaire results	Questionnaire and interviews
Outcome 2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels in target forest landscapes to ensure reduction of wildlife and forestry crime.			
Have executing partners fulfilled their obligations and been effective in the implementation of the project (i.e. empowerment of the forest rangers and others under the Wildlife Act)?	Active role in project activities with catalytic support to the project implementation.	Stakeholder interviews, project procurement, METT and reporting	Desk review, questionnaire and interviews with project staff and other stakeholders
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding.	Co-financing reports, Combined Deliver Report, stakeholder interviews	Desk review, questionnaire and interviews with project staff and other stakeholders
Outcome 3: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape			
Have executing partners fulfilled their obligations and been effective in the implementation of the project?	Active role in project activities with catalytic support to the project implementation.	Stakeholder interviews, project procurement, METT and reporting	Desk review, questionnaire and interviews with project staff and other stakeholders
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding.	Co-financing reports, CDR reports, stakeholder interviews	Desk review, questionnaire and interviews with project staff and other stakeholders

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Outcome 4: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices			
How is the relationship between project and state partners in establishing ecological corridor in the state land?	State gazettelement of the corridors, number of meetings between project and state partners, minutes of meeting.	Gazette notification	Desk review and interviews
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding.	Co-financing reports, CDR reports, stakeholder interviews	Desk review and interviews with project staff and other stakeholders
How has the project responded to COVID-19 challenges?	Change in project scope and/or delivery channels and special planning.	Project Board and PMU minutes, progress reports, stakeholder interviews	Desk review and interviews
Outcome 5: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict			
Is there disaggregated data for gender, indigenous, etc.? Does the household income survey include gender disaggregated data? Is the Guideline for Non-Consumptive Wildlife-Tourism gender sensitive and gender responsive? To what extent is the project targeting women for the target HEC site? What is the share of women included in training sessions for sustainable forest landscape management? Is the training module for non-consumptive wildlife tourism gender sensitive and responsive?	Availability and active collection of data.	PIRs and Monitoring Plans and Minutes	Desk Review and Interviews
Outcome 6: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation			

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
For outcomes 6-8 how is the project not reinventing the wheel?	Evidence of adaptive management and cost efficiencies and open to consider existing assets.	PIRs and Progress reports and PB minutes	Desk Review and Interviews
Outcome 7: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized			
Ibid			
Outcome 8: Strategic planning processes in place and being used to link financing to conservation management needs			
Ibid			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Project Objective: To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.			
Following the conclusion of the project, what is the likelihood that adequate financial resources will be in place to sustain the project's outcomes? And what are the likely sources?	Opportunities for financial sustainability from multiple sources exist.	Project Document, Annual Project Review/PIR	Project Document, Annual Project Review/PIR
What handover / exit strategies have been developed?	Opportunities for Institutional sustainability from multiple sources exist.	Project Document, Annual Project Review/PIR	Project Document, Annual Project Review/PIR
The project received funds outside of UNDP but is it on regular income? What is the timeline of ongoing funds from outside UNDP i.e. how regular will they be or was it one off? What is the plan for using the funds? Is the Project ready to even consider an exit strategy?	Evidence of received funds (e.g. bank statements), finance report.	Finance report, bank statement, financing Agreement, project management team and GoM interview	Document review, interview
Outcome 1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystem and carbon stocks.			

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Are legal frameworks, policies, and institutional arrangements favourable for sustaining the project's outcomes following the conclusion of the project?	Exit strategies available with policies, legal frameworks, and institutional capacity put in place.	Progress reports, meeting minutes, stakeholder interviews, review of legislative framework and questionnaire data	Desk review, questionnaire and interviews
How confident are you that the government partners will enact the necessary legislative changes recommended by the Project?	Exit strategies available with policies, legal frameworks, and institutional capacity put in place.	Progress reports, meeting minutes, stakeholder interviews, review of legislative framework and questionnaire data	Desk review, questionnaire and interviews
Outcome 2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels in target forest landscapes to ensure reduction of wildlife and forestry crime.			
Is it expected that, upon conclusion of the project, stakeholder ownership will be sufficient to sustain the project's outcomes?	Identification and involvement of champions at different levels of the project.	Progress reports, meeting minutes, stakeholder interviews and questionnaire results	Desk review, questionnaire and interviews
Outcome 3: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape			
How is biodiversity being mainstreamed at the federal and state level from a landscape perspective?	Evidence of cross sectoral approaches to landscape management. Coherent policies between different ministries and branches of govt.	Document review, stakeholder interviews	Desk review and interviews
Outcome 4: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices			
Are there any environmental risks that could jeopardize the sustainability of the project's outcomes?	Environmental factors or negative impacts are foreseen and mitigation measures are planned	Progress reports, meeting minutes, stakeholder interviews	Desk review, field visits and interviews
What progress is being made on sustainable finance mechanisms and how will activities at the project site be financed after the project is ended?	Financial factors or negative impacts are foreseen and mitigation measures are planned	Progress reports, meeting minutes, stakeholder interviews	Desk review, field visits and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Will state land corridors continue to be established after the project ended?	National physical plan	National physical plan, stakeholder	Desk review, interviews
Outcome 5: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict			
To what extent did UNDP/ the project establish mechanisms to ensure the sustainability of the project benefits for women, men, and other vulnerable groups?	Evidence of support.	Time spent by designated gender specialist, evidence of gender action plan and SESP repeated	Desk review, interviews
To what extent have partners committed to provide continuing support (financial, technical and gender expertise, etc.) to sustain project results?	Willingness to continue being engaged.	Discussions with stakeholders	Interviews
Outcome 6: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation			
Since the fund collected from Save Malayan Tiger Campaign is less than the target, do you plan to release the same campaign in the near future or are there any fund-raising strategy for the long run? What is the continuity of the Save Malayan Tiger fund raising?	Funding received from Save Malayan Tiger.	Finance report indicating all the funding sources, stakeholder	Desk review and interviews
Do you have a monitoring and reporting plan to ensure the entity to collect and disburse funds for conservation and sustainable management of CFS is always on track?	Entity or organizational mechanism and monitoring strategy.	ToR, monitoring and reporting plan	Desk review and interviews
Outcome 7: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized			
Regarding GoM planning to support the project sustainable finance plan, will it stop in 2025? Are there other possibilities the funding will be continued beyond 2025?	Budget plan	Federal government, state government, Pahang State Government, Negeri Sembilan State Government,	Desk review, field visits and interviews

Table 7: Evaluation Matrix			
Evaluative Questions	Indicators	Sources	Methodology
Which part of the budget is allocated to the development and how much to the operational fund?		Kelantan State Government, Selangor State Government, Johor State Government Perak State Government budget plan, stakeholder	
Outcome 8: Strategic planning processes in place and being used to link financing to conservation management needs			
For what timeframe is Pahang planning to support the project sustainable finance plan? What percentage of the budget goes to the sustainable finance plan?	Sustainable finance plan	Sustainable finance plan, Pahang budget plan, stakeholder	Desk review, field visits and interviews

Document Review

37. The team has undertaken a thorough review of the rather substantial body of documentation that has been produced over the course of the Project. A complete and comprehensive information package containing 1026 individual pieces of documentation was made available to the team electronically through a [Google Drive](#) shared folder. Other information sources including documents external to the project itself, websites and scientific papers and reports have also been utilized as data sources, and other documents requested from the PSU during the fact-finding stage. Annex E highlights a consolidated list of the primary information resources and reference materials that have been reviewed by the MTR consultant team.

Stakeholder Consultations

38. Key stakeholders interviewed during the MTR were identified based on one or more of the following criteria:

- Project partner with direct role in project implementation and/or management oversight (i.e., UNDP, FDPM, DWNP and FRIM) at national level;
- National GEF operational focal point;
- UNDP-RTA
- UNDP-DRR for Malaysia
- Senior government personnel at national and subnational level within each of the executing partner agencies;
- Heads of and personnel from state parks (PSPC and JNPC) within the targeted landscapes;
- Project Steering Committee members;
- Academia and members of scientific institutes;
- Any subcontractors responsible for key deliverables under the Project;
- Entities involved in the creation of training modules and supporting materials;
- Project beneficiaries (including recipients of any training sessions delivered);
- Volunteer women investigators and rangers from local communities.

39. Throughout the process the MTR team sought to be as participatory and collaborative as possible continually refining the list of interviewees to ensure balance, representation and critical mass of stakeholders identified in the inception report.

40. A full list of stakeholders consulted during the **42** virtual Zoom sessions conducted during the MTR (with **107** unique individuals) is provided in [Annex F](#) and an indicative list of interview questions can be found in [Annex I](#).

Field Mission

41. The National Consultant and the Gender and Community Development Specialist conducted a field visit from 7-11 November to one of the three landscapes, namely Belum-Temengor in Perak. The MTR consultant team had originally requested to hone the field visit on Johor as this is where the first of three available management plans would likely be piloted. The Project however recommended that prioritization ought to be given to Perak as there were more beneficiaries to consult with and livelihood activities in flight. The mission enabled the MTR consultant team to make first-hand observations at select project target sites, and to conduct a range of interviews and consultations with key stakeholders.

42. During the three-day field visit, the MTR consultant team interviewed a total of 41 individuals, 11 of which were core Project stakeholder from the FDPM, DWNP and PSU (including SPCs), as well as 3 from CSOs implementing livelihood-related projects (PSPC and MNS), and 27 men and women from indigenous communities in the Belum-Temengor landscape. The field mission plan and representative questions that were used during the interviews and consultations with various stakeholders can be found in Annex I. Following the field mission, additional actions were undertaken to continue information gathering, triangulation and for verification purposes.

Lessons Learned Workshop

43. As part of the MTR, a lessons learned workshop was organized on 5 November 2021 consisting of 28 participants. The workshop was informed by prior self-directed group discussion sessions as participants were placed in one of 5 groups consisting of 5-6 people each. This process uncovered more than 54 lessons, 30 of which were discussed during the externally facilitated workshop itself and prioritized through anonymous polling functionality in Zoom. A consolidated list of lessons learned can be found in Annex L.

44. Interestingly, for many this was the first time interacting with their peers and at its core, the workshop was intended to be as much about cross-pollination and getting disparate groups and Project stakeholders talking with one another, as it was about fleshing out and prioritizing lessons learned for the MTR report.

Table 8: Lessons Learned Workshop Groups

Group No.	Name
Group 1	
Lead/Facilitator	Dr. Samsudin bin Musa (National Project Director)
Team Members	1. Ms. Siti Farhana binti Mohd Ruslan (Rapporteur)
	2. Mr. Shah Redza Hussein (Director of Perak State Parks Corporation)
	3. Lili Tokiman, Johor National Park Corporation
	4. Mr. Teckwyn Lim (Resource Stewardship Consultant Sdn Bhd)
	5. Mr. Kenesh Manokaran (MyCat)
Group 2	
Lead/Facilitator	Dr. Siva (Chair of Advisory Panel)
Team Members	1. Ms. Tan Cheng, DWNP (Rapporteur)
	2. Mr. Mohd Taufik bin Abdul Rahman (DWNP)
	3. Mr. Song Horng (Pelindung Alam)
	4. Mr. Shahrulnizam bin Kasmani (JPSM)
Group 3	
Lead/Facilitator	Ms. Seok Ling Tan, Ange (UNDP Environment Analyst (Biodiversity & Ecosystems))
Team Members	1. Dr. Lillian Chua (FRIM)
	2. Ms. Tuan Marina binti Tuan Ibrahim (JPSM)
	3. Dr. Agkillah Maniam (Rapporteur)
	4. Dr. Mark Rayan (WCS)
Group 4	
Lead/Facilitator	Ms. Anne Majanil (UNDP/Project Assistant IC-CFS)
Team Members	1. Dato' Hj. Zahari bin Ibrahim (Deputy Director General)
	2. Mr. Rusli bin Tahir (JPSM)
	3. Mr. Shazrul Azwan bin Johari (Johor SPC) (Rapporteur)

Table 8: Lessons Learned Workshop Groups	
Group No.	Name
	4. Mr. Mohammad Shahfiz bin Azman (FRIM)
	5. Mr. Mohammad Rufino Baipura bin Muhammad (Pahang Wildlife Department)
Group 5	
Lead/Facilitator	Ms. Pek Chuan Gan (UNDP Programme Manager)
Team Member	1. Dr. Khairul Naim Adham/Dr. Farrah Shameen binti Mohamad Ashray (Ketsa)
	2. Dr. Pazil bin Abdul Patah (DWNP)
	3. Mr. Muhammad Syafuan bin Ismail (Pahang SPC) (Rapporteur)
	4. Dato' Mohd Puat bin Dahalan (JPSM)
	5. Dr. Nazarin Ezzaty binti Mohd Najib (PSU M&E Officer)

Consultation Follow-up

45. Following the formal interviews with stakeholders, additional actions were undertaken to continue information gathering, triangulating data, cross-referencing, and understanding functional responsibilities of PSU staff. In some cases, these actions included follow-up consultations with specific stakeholders and the PSU for verification purposes. A Concluding Workshop was held on 19 November 2021, during which the MTR findings and recommendations were presented (Ref. Annex G for MTR preliminary findings PowerPoint slides).

Preparation and Structure of the MTR Report

46. The preparation of this MTR report has entailed a thorough processing and analysis of the detailed and voluminous data collected during the course of the review team's activities (i.e., documenting each of the stakeholder interviews and re-reading key documents to formulate ratings). The report follows the structure prescribed in the UNDP/GEF Guidance for Conducting Midterm Reviews. In addition to the MTR Final Report, the MTR team will prepare two additional, separate but related files:

- An audit trail which records comments received from various stakeholders concerning the MTR and the actions and responses by the MTR team; and
- A template for the Recommendations and Management Response. It is the understanding of the MTR team that this template will be used by project management (i.e., UNDP and the PSU) to define the specific steps that should be taken in response to the MTR recommendations, in order to be able to effectively implement them.

C. Limitations Encountered During the MTR

47. Per the evaluability assessment in the Inception Report, there were no major methodological limitations as the Team Leader, National Consultant / Evaluator and Gender and Community Development Specialist were able to solicit input from and speak with all the main stakeholders of the Project and obtain detailed data on the Project's progress on which to base evidence-based ratings and consume key documentation.

48. There were minor procedural limitations faced by the MTR consultant team as follows:

Language Barrier: Many of the status reports and key deliverables of the Project are in Malay, presenting a challenge for the Team Leader to consume them. Furthermore, a number of the selected interviewees did not speak English and consultations were conducted in Malay. This bottleneck was overcome by relying on the expertise and capacity of the Gender and Community Development consultant who produced both detailed minutes in English of each of the interviews for the consumption of the Team Leader, as well as synopses of key documentation, project deliverables such as e-learning modules, and PB minutes. While this system was a successful mitigation, it did add an extra step and time to the evaluation and therefore, introduced a lag in the process.

Selection of interviewees: Selection of interviewees was coordinated by the PSU based on the UNDP Malaysia Country Office's practice and partly guided by the availability, accessibility and willingness of stakeholders to participate in the MTR process. As a result, the interview process went well into September-October; three weeks beyond what was envisioned in the inception report. The long list of stakeholders provided at the outset of the MTR included 107 individuals and while the MTR consultant team managed to speak with the bulk of these, there were a number of people / entities (such as the vendor coding the OSC) that the team would have liked to speak to, but those people / entities were not available.

Virtual MTR: Virtual evaluations are never ideal, especially for projects like this one operating at different scales, with designated field components warranting deeper investigation and with such a diverse set of partners. In fact, virtual evaluations take considerably more time in order to get one's bearings to the subject matter and the need for more due diligence and cross referencing of data. Simply put, there is no substitute for verification missions and face-to-face interviews and the International Consultant could not participate in the field visits.

Visa, Entry Permit and Quarantine: The issuing of a visa for the National Consultant / Evaluator was substantially delayed and field visits had to be scaled down also due to COVID-19 quarantine measures.

Time constraints: While the time allotted for the MTR was more or less adequate, certain trade-offs had to be made to expedite things which meant the focus of the field visits was on Perak as opposed to a balanced visit to all landscapes. This was partially impacted by the easing of COVID-19 restrictions and the availability of staff due to the urgency to visit field-based activities.

49. The MTR Team considers that the information obtained was sufficiently representative and that the limitations do not jeopardize the validity of findings. However, the physical verification of on-ground achievements as well as gender-specific / community assessment cannot be considered representative of the three landscapes, especially since an explicit request was made by the MTR consultant team to visit Johor but was not included in the itinerary.

D. Structure of the MTR Report

50. The rest of this report is structured as follows: Section II provides background information and impetus for the IC-CFS project itself and the problems and threats that the Project is designed to address and outlines the Project's objective, components and management arrangements; Section III presents the core findings of the MTR organized under sub-sections on – project strategy, progress towards results, project implementation and adaptive management and sustainability; Section IV concludes and presents recommendations.

E. Rating Scale

51. Rating of project delivery follows the Guidance for midterm evaluation of UNDP-supported, GEF-financed projects. The first evaluation theme i) Project strategy is not rated in the course of the MTR. The next two themes ii) Progress towards results, and iii) Project implementation and adaptive management are rated along a six-point scale ranging from highly unsatisfactory to highly satisfactory. For the fourth evaluation theme iv) Sustainability, four sub-themes, incl. institutional framework and capacities, financial, socio-economic and environmental sustainability are rated along a four-point scale ranging from unlikely to likely. All four sub-themes are considered critical and therefore the lowest rating is automatically assigned as the overall rating for the overall sustainability theme. For details of the rating scales refer to Annex D: Rating Scales.

F. Ethics

52. The MTR follows the Ethical guidelines for evaluations in the UN System and the MTR Team has signed the UNEG Code of Conduct for Midterm Review Consultants (refer to Annex J: Code of Conduct form). The MTR consultant team safeguarded the rights and welfare of interview partners as outlined in the Inception Report. The MTR was conducted in a transparent manner and interview partners were informed about the purpose of the MTR, the use, processing and storage of the data, and measures taken to safeguard their anonymity. Community / beneficiary and key informant participation in the MTR was free and voluntary. The MTR team sought adequate representation of disadvantaged groups and applied facilitation methods that encouraged their contributions and voicing of opinions. In cases where stakeholders with differences in power, interest or influence were present, they were interviewed separately.³⁰

F. Audit Trail

53. Stakeholder reviews and comments on the draft MTR Final Report are documented in an audit trail document, annexed as a separate document to the MTR Final Report. The audit trail lists all comments received and the responses to these by the MTR Team. Modifications resulting from the audit trail are included in the final version of the MTR Report.

³⁰ United Nations Evaluation Group, '[Integrating Human Rights and Gender Equality in Evaluations](#)' (United Nations Evaluation Group, 2014), p. 54.

II. PROJECT DESCRIPTION AND BACKGROUND

A. Country, Environment & Development Context

Country Context

54. Malaysia is a mega-diverse country^{31,32}, a key component of which comprises the Central Forest Spine (CFS) of Peninsular Malaysia that is not only home to remaining population of Malayan tigers (*Panthera tigris*) but supplies 90% of the population's water supply. The CFS, which comprises four major forest complexes³³, is defined in the 2005 National Physical Plan (NPP) as the backbone of Peninsular Malaysia's environmentally sensitive area network. It covers approximately 5.3 million hectares (ha). The importance and integrity of this landscape is further underscored by the fact that Malaysia is one of just 14 tiger range countries, harboring the Malayan Tiger subspecies³⁴.
55. Recognizing that Malaysia's rapidly growing economy and illegal trade in forest and wildlife resources are eroding the country's natural capital and in response to forest fragmentation being identified in the NPP as a major threat to the conservation and maintenance of biodiversity, the Government of Malaysia, through its Federal Town and Country Planning Department, formulated the CFS Master Plan (CFSMP) to restore ecological connectivity between forest fragments³⁵.
56. This UNDP-supported, Global Environment Facility (GEF)-funded project, Improving Connectivity in the Central Forest Spine Landscape (IC-CFS), has been designed to support implementation of the CFS Master Plan as well as to conserve Malaysia's national emblem, the Malayan tiger, through its support to the National Tiger Conservation Action Plan (NTCAP) 2008. It also aligns well with the National Elephant Conservation Action Plan 2013, which was launched at about the time that the Project was originally submitted to GEF in late 2013, with CEO endorsement formalized at the beginning of 2014.
57. The IC-CFS project is focused specifically on conserving biodiversity and ecosystem services in three key forest landscapes, identified to be both critical for tiger conservation in the NTCAP as well as priority linkages in the CFSMP: Belum-Temengor Forest Complex, Taman Negara Forest Complex and Endau-Rompin Forest Complex. In addition to restoring connectivity between these forest complexes, the Project will strengthen the national and institutional frameworks for CFS management and law enforcement, support sustainable forest landscape management and secure sustainability of funding for conservation through the diversification of funding sources and mainstreaming of ecosystem service values into land use planning.

³¹ Mittermeier, R. (1988). Primate diversity and the tropical forest: case studies from Brazil and Madagascar and the importance of the megadiversity countries. In: E.O. Wilson ed. 1988. Biodiversity. Washington, D.C.: National Academy Press, pp.145-154.

³² It is recognized that the western half of the Indo-Malayan archipelago, also occupied by the Malay Peninsula, forms part of the [Sundaland biodiversity hotspot](#), a high biodiversity region with a wide array of coastal, marine and terrestrial ecosystems. The Sundaland hotspot is thought to have more than 25,000 plant species and in excess of 2,795 vertebrate species, both with high levels of endemism making it the second most important biodiversity hotspot in the world.

³³ [i] Banjaran Titiwangsa – Banjaran Bintang – Banjaran Nakawan, [ii] Taman Negara – Banjaran Timur, [iii] South East Pahang, Chin and Bera Wetlands, and [iv] Endau Rompin Park – Kluang Wildlife Reserves.

³⁴ Project Document, Section 1A, page 13.

³⁵ Jabatan Perhutanan Semenanjung Malaysia (2011), Central Forest Spine: Summary of Master Plan for Ecological Linkages. Kuala Lumpur, 63 pp.

Environment & Development Context (Environment Context and Macro Level Challenges)

58. Section 1B of the Project Document clearly articulates the main threats faced by each of the three forest landscapes which the Project seeks to address, according to the due diligence undertaken during the Project Preparation Grant (PPG) phase. A synopsis of the key threats to Peninsular Malaysia's globally significant terrestrial biodiversity – adapted from the Project Document - and their root causes and impacts are summarized below:

Forest loss caused by conversion to agriculture, planted forests and settlement.

59. At the turn of the 19th Century, primary (unlogged) rainforest covered over 90% of Peninsular Malaysia. Although present forest covers 45% of the Peninsula, only 9.8% of the 13.3 million ha of the land area is intact primary forest. Currently, the main driver of this forest loss is conversion, primarily to planted forests. Habitat loss in the highlands is also occurring due to active land development, especially in hill stations. The main sources of pressure(s) include commercial agriculture and tourism, which lead to peri-urban development in ecologically sensitive areas.

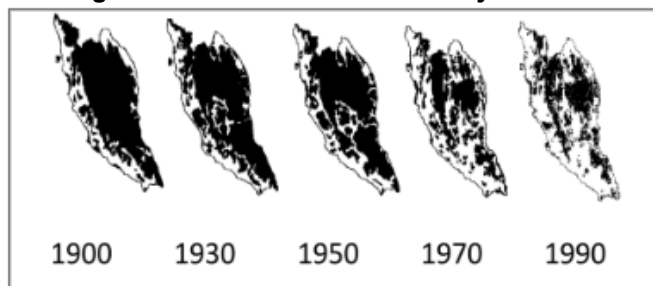
60. The rate of deforestation has gradually fallen as lowland forest cover has declined and industrialization and the services sector have developed. However, the residual effects of past habitat loss combined with continuing forest fragmentation due to construction of roads, pipelines and railways, and conversion to perennial crop plantations - primarily oil palm and rubber, although all essential for Malaysia's economic development, pose a threat to biodiversity when not planned and managed carefully.

61. Furthermore, forest loss severely undermines the quality and of ecosystem services such as water provision and regulation, soil conservation and carbon sequestration. A recent analysis of land use change and water flow and quality data from 1971 to 2005 provides evidence that there is a strong correlation between the base flow in CFS and the forest cover above 1,000 m of forests. There is also a clear correlation between the sedimentation loads and forest cover.

Forest fragmentation: caused by increasing forest conversion and the construction of infrastructure.

62. Due to habitat conversion and infrastructure development, the remaining forests of Peninsular Malaysia have become increasingly fragmented. The loss of connectivity between forest patches results in reduced movement of animal species, particularly of large mammals, which limits the number of resources available to them and increases their genetic isolation. Fragmentation particularly affects large mammals such as tigers, which require a habitat block (under strict protection) of at least 100,000 ha to support a viable population which includes six breeding females³⁶. Fragmentation also increases the likelihood of HWC as animals attempt to move through settlements between forest patches.

³⁶ Karanth and Stith, 1999. In: DWNP, 2008. National Tiger Conservation Action Plan 2008-2020. Peninsular Malaysia: Department of Wildlife and National Parks.

Figure 2. Forest Fragmentation in Peninsular Malaysia between 1900 and 1990

Source: Project Document, Figure 8³⁷

Forest degradation: caused by the edge effect of fragmentation and the illegal harvesting of forest resources.

63. Forest fragmentation increases the risk of degradation through the 'edge effect', whereby the outer part of the forest is exposed to a different climate from the interior, and these differences, such as temperature and wind exposure, for example, result in changes in species composition; and increased rates of tree mortality and fire susceptibility (and thus indirectly increases carbon emissions)³⁸.
64. Many patches of relatively undisturbed natural habitats on the peninsula are effectively "islands in a landscape" characterized by transformed and/or degraded ecosystems. For example, extensive tree-crop monocultures (predominantly of rubber and oil palm) or agricultural land surround many surviving high-quality lowland forest areas; in addition to causing the edge effect, this compromises the integrity of the adjacent protection forest through the creation of access roads and logging trails that facilitate encroachment (land clearance for agriculture and settlements), the illegal harvesting of forest products, and poaching, as elaborated on below. This can reduce the biodiversity of the forest. A degraded habitat and loss of keystone species can lead to an ecological cascade whereby species richness can decline significantly.
65. While governments, policy-makers and many members of the conservation community have long held that protected areas are the cornerstone of biodiversity conservation, recent attention and the importance of other effective area-based conservation measures, including those at the landscape level, is also beginning to be recognized and gaining traction.³⁹

Wildlife and forestry crime.

66. Although large-scale unlicensed logging is not regarded as a major threat, unlicensed encroachment (land clearance for agriculture and settlements), poaching, and the illegal collection of non-timber forest products are viewed as growing pressures. These activities have the danger to lead to a decline in the productive capacity of the forest and also the ecosystem services value of the landscape. Overharvesting of forest produce and the over-hunting of wildlife has the danger of resulting in "empty forests" whereby the forest exists but it is vastly impoverished in terms of biodiversity.

³⁷ Jomo et al, 2004 and Stibig et al, 2002, in: Regional Planning Division, 2009.CFSI: Master Plan for Ecological Linkages. Peninsular Malaysia: Department of Town and Country Planning.

³⁸ Regional Planning Division, 2009. CFSI: Master Plan for Ecological Linkages. Peninsular Malaysia: Department of Town and Country Planning.

³⁹ Maxwell, S.L., Cazalis, V., Dudley, N. et al. Area-based conservation in the twenty-first century. Nature 586, 217–227 (2020). <https://doi.org/10.1038/s41586-020-2773-z>

67. Agarwood, or gaharu, of the genus *Aquilaria*, is native to South East Asia and is particularly threatened by illegal harvesting. Used for medicinal and spiritual purposes, it is a rare species and therefore fetches a high price, making it an attractive resource to harvest for trade. As a result of its overharvesting, in 2004 all *Aquilaria* species were listed as Appendix II (potentially threatened) species by CITES. In Peninsular Malaysia gaharu is under serious threat but so far FDPM has been unable to stem the influx of foreigners illegally harvesting it from the forests.
68. Poaching is widespread across Malaysia. It is a country rich in biodiversity, with many charismatic species such as tigers and bears. A wide range of these species is targeted for a variety of end-uses, from medicine to decoration. Illegal wildlife trade occurs both locally and internationally, as evidenced by the seizures of smuggled wildlife throughout the country, at border crossings and regional markets. In particular, the long-term survival of the tiger is threatened by the illegal trade in tiger skins, bones and other body parts used in traditional medicine, as well as the poaching of tiger prey such as the sambar deer; tiger populations have been decimated by poaching in many parts of their range. Between 2010 and 2012, Malaysia and Thailand made seizures amounting to 72 tigers (36 tigers each),⁴⁰ a rate which will put the tiger at serious risk of extinction if it continues. In addition, the poaching of fish from rivers in PRFs has led to a severe loss of fish stocks in many areas. The forestry department urgently needs to upgrade its capacity for enforcement, investigation and prosecution.
69. In the states of Pahang, Perak and Johor, the number of wildlife offences recorded in 2010 were 264, 354 and 305, respectively. However, the true scale of poaching is difficult to estimate since the detection rate of wildlife hunting and trade is generally low. In addition, there is currently limited monitoring or systematic estimation of remaining populations for wildlife species such as tigers and elephants; law-enforcement efforts are currently not effective enough in deterring poachers, although the legal framework for wildlife crime is strong. If poaching continues it is likely to lead to both species extinctions and impoverished forests with reduced capacity for ecosystem functions.

Human-wildlife conflict: caused by decreasing areas of natural habitat and increasing contact between animal and human populations.

70. With an increasingly human-dominated landscape, whether in terms of settlement or agriculture, and corresponding increasingly fragmented forest habitat, HWC is increasing. There were 40 cases of tiger attacks between 1991 and 2005 with at least 11 fatalities, and at least 13 tigers were killed between 1991 and 2003; although the shoot-to-kill policy was abolished in 1980, the killing of tigers still occurs. If human fatalities continue, tiger fatalities are likely to also continue. This has severe implications for the rest of the tiger population, and the Malayan tiger subspecies as a whole, if forest landscapes continue to be converted for human use.
71. The increase in incidences of HEC, as is currently occurring in the Endau-Rompin forest landscape, is a result of significant loss and fragmentation of forest habitats, and has severe implications for wild elephant populations. The killing of 97,200 macaques in 2011⁴¹ has similar implications for these mammals, particularly if the rate continues to increase. If HWC is not prevented, nor mitigated more effectively, it could significantly threaten biodiversity.

⁴⁰ Stoner, S.S. and Pervushina, N., 2013. Reduced to Skin and Bones Revisited: An Updated Analysis of Tiger Seizures from 12 Tiger Range Countries (2000–2012). TRAFFIC, Kuala Lumpur, Malaysia.

⁴¹ Murali, R.S.N. 2013. Uproar over macaque culling. The Star/Asia News Network, 18 Mar.

Climate change.

72. Similarly to other parts of the globe, Malaysia is experiencing a warming trend. The impacts of temperature and precipitation changes through climate change can have severe impacts on forest biodiversity; increased intensity of precipitation and drought can destroy habitats rapidly, leading to biodiversity loss. For example, in 1883 a hurricane hit parts of Kelantan and Terengganu in Peninsular Malaysia and devastated the forest. These events are likely to increase in frequency as the climate changes. Prolonged droughts in Sabah in 1986 and 1997-98, exacerbated by the El Nino phenomenon, led to significant forest fires. Temperature changes may cause shifts in current ecosystems both latitudinally and altitudinally, meaning that species have to move to keep up with their optimal habitats. Fragmentation of forest habitats in Peninsular Malaysia will increase the risk of species extinction due to their reduced ability to move. The resulting combination of changes in climate and in species composition of ecosystems will increase the spread of disease among plant and animal species, further increasing the risk of biodiversity loss.
73. Other negative impacts of climate change in Peninsular Malaysia could include saltwater intrusion from sea level rise causing reduced crop yields; erosion of shorelines; increased flood intensities; and decreased water availability. These impacts will indirectly affect forests in Peninsular Malaysia due to increased pressure on remaining resources. For example, failing crops could necessitate increased rates of conversion of habitat to allow for more production.

Specific Threats in the Three Forest Landscape

74. The table below shows a summary of the threats faced by each of the three forest landscapes according to the results of the PPG studies.

Table 9: Specific Threats to Biodiversity in the Three Project Forest Landscapes			
Threats	Belum-Temengor	Taman Negara	Endau-Rompin
Forest loss	Oil palm and rubber plantations are being set up on either side of the highway on private land and in the Orang Asli reserves; vegetable plantations are also planned.	Previous clearing of forest cover along the north and west edges of the park has created an ecological bottleneck that hinders wildlife movement.	Rapid agricultural expansion, including, oil palm and fruit/vegetable plantations. An iron-ore mine is being set up in the buffer zone of the National Park.
Forest fragmentation	A petrol pipeline and high-speed train line have been proposed; plantations are causing fragmentation.	A new highway is being built alongside the existing Federal Route 8. This also threatens the safe movement of wildlife.	3000 ha oil palm plantation is located in centre of linkage between Mersing PRF and Lenggong Timur PRF.
Human-wildlife conflict	High rate of HEC, plus conflict with primates, tigers and bears.	Minimal/not reported.	Moderate rate of HEC, and increasing.
Illegal activities	Poaching, agarwood harvesting and fish	Poaching, agarwood harvesting and illegal tree felling are	Poaching and agarwood harvesting is widespread, some

Table 9: Specific Threats to Biodiversity in the Three Project Forest Landscapes			
Threats	Belum-Temengor	Taman Negara	Endau-Rompin
	bombing is widespread.	widespread along the west boundary of the park; illegal land clearing for rubber plantations, encroachment into the park and PRFs from the Federal Route 8.	Orang Asli land clearance has occurred inside the park.

Source: Table 9, Project Document⁴²

B. Problems that the Project Seeks to Address

75. The proposed long-term solution for Peninsular Malaysia is sustainable land and forest management in the CFS landscape to conserve biodiversity, including critical wildlife habitats, and secure flows of multiple ecosystem services. This requires securing ecological connectivity between forest blocks and a paradigm shift from site-focused conservation management of protected areas (PAs) to sustainable management at landscape scales.

76. The three main barriers to overcome and achieve this long-term vision are considered to be:

1. An inadequate framework for planning, compliance monitoring, and enforcement for integrated forest landscape management.

- a. The environmental governance system is dysfunctional: whereas policies, laws and standards are developed at the federal level, under the Federal Constitution land allocation and management are the jurisdiction of state governments. CFSMP is an outstanding example of a federal initiative for which there is currently no legally binding system to ensure that landholders, such as state governments, comply with its provisions. Moreover, despite covering 8 states in Peninsular Malaysia and fulfilling the NPP, there is no automatic annual budget allocated to implement the CFSMP at state level.
- b. Mainstreaming of biodiversity into development planning is handicapped by the lack of any spatial decision support system based on environmental information to guide landscape planning at either federal or state levels.
- c. There is no regulatory framework or capacity to monitor compliance to plans for sustainable landscape management developed under the CFSMP. Moreover, projects requiring an EIA under the 1987 Environmental Quality Act may be approved by the state government before the EIA has been undertaken. Similarly, impacts of forestry activities on biodiversity and ecosystem health within Permanent Reserved Forests (PRFs) are not sufficiently monitored.
- d. Resources are inadequate for addressing human-wildlife conflicts and enforcing compliance with forestry-wildlife crime law. Intelligence-based networks and prosecutors well trained and experienced in wildlife law are also needed for the latter.

2. Limited experience among key government and civil society stakeholders in implementing

⁴² Regional Planning Division, 2009.CFSI: Master Plan for Ecological Linkages. Peninsular Malaysia: Department of Town and Country Planning.

sustainable forest landscapes management on the ground.

- a. Institutional knowledge of biodiversity among professional wildlife conservation biologists and ecologists is low in government departments, conservation NGOs and the corporate sector, especially among commercial companies involved in logging, mining and plantations (oil palm, rubber). This results in poorly informed or prejudiced wildlife management decisions.
- b. State and local level capacity for implementing sustainable landscape management is low as the concept is relatively new in Malaysia. Operationalization of an effective integrated forest landscape management system involving federal, state and local government agencies, plantation companies, smallholders and local communities has yet to be realized.
- c. Rights for the indigenous Orang Asli communities, who mostly do not legally own their land but utilize forest resources for subsistence and as an income source, need to provide a certain exclusivity of land and resource use, as well as revenues generated from resources on that land in order to incentivize their sustainable management of such land.

3. Lack of incentive and political will to implement the CFSMP.

- a. Ecosystem services need assessment and their economic values need to be reflected in policies, markets and prices to enable state governments to conserve sufficient landscapes of forest, using tools such as Integrated Valuation of Ecosystem Services and Trade-offs (InVEST).
- b. Incentives and mechanisms are needed to enable landholders to benefit from compliance with the CFSMP and manage their land for biodiversity conservation and provision of ecosystem services. Currently, experience of Payments for Ecosystem Services (PES) schemes is very limited in Malaysia.
- c. Provincial policy and fiscal instrument support to land and resource activities in and around forests is still very much focused on extractive industries and commercial activities. Such incentives result in financial gains from planted forests being greater than those from conserving the forest, which is perverse as it encourages conversion to plantations.

77. Government is well aware of the issues facing biodiversity and has been investing considerable resources into forestry and wildlife management, all of which will have some positive impacts on biodiversity, ecosystem functioning and connectivity within the CFS. However, the greatest barriers to achieving maximum successful impacts include: the lack of resources available for incorporation of biodiversity and ecosystem services into land-use planning; limited capacity for efficient, coordinated wildlife and forestry law enforcement; and absence of sustainable funding mechanisms for future CFS conservation⁴³.

C. Project Description and Strategy*Project Sites*

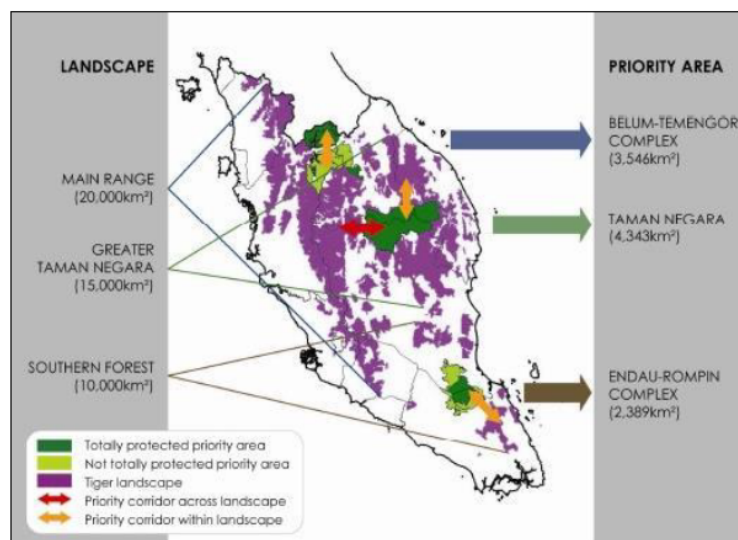
78. The three focal forest landscapes (also noted in Figure 3) to be targeted by the project are:

- Belum – Temengor forest landscape (354,600 ha) in Perak, including the Temengor Forest Reserve – Royal Belum State Park (Main Range) linkage (CFSI Primary Link 2);

⁴³ Summarized from Project Document, pp. 58-63

- Taman Negara forest landscape (100,000 ha) in Pahang, including Tanum Forest Reserve (Greater Taman Negara) – Sungai Yu Forest Reserve (Main Range) linkage (CFSI PL1); and
- Endau-Rompin forest landscape (364,100 ha) in Johor, including the Labis Timur – Mersing Forest Reserves and Lenggong Forest Reserve linkage (CFSII PL1).⁴⁴

Figure 3. Landscapes and Priority Areas



Source: [National Tiger Conservation Action Plan 2008-2020](#), page 44

79. While the Project is honing efforts at 3 priority landscapes, the CFS is the backbone of the Environmentally Sensitive Area (ESA) and therefore, its overall integrity is fundamental to maintaining Malaysia's forest cover, reconnecting fragmented forests and for the protection of the country's environment and biodiversity.

⁴⁴ Project Document, Table 2, page 21.

Figure 4. Central Forest Spine

Source: National Physical Plan, [Department of Town and Country Planning](#)

Project Description, Baseline and Alternate Scenario

80. The IC-CFS project was conceived to contribute to implementing the CFSMP by focusing specifically on conserving biodiversity and ecosystem services in three key forest landscapes, identified to be both critical for tiger conservation in the National Tiger Conservation Action Plan as well as priority linkages in the CFSMP: Belum-Temengor Forest Complex, Taman Negara Forest Complex and Endau-Rompin Forest Complex. In addition to restoring connectivity between these forest complexes, the Project will strengthen the national and local institutional frameworks for CFS management and law enforcement, support sustainable forest landscape management, secure sustainability of funding for conservation through the diversification of funding sources, and mainstream ecosystem service values into land use planning.
81. The Project **goal** is that sustainable forest landscape management in the Central Forest Spine Landscape secures critical wildlife habitats, conserves biodiversity and carbon stocks and maintains the continuous flow of multiple ecosystem services. To overcome the aforementioned barriers and achieve the **core objective** to "increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest

landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation", the Project's intervention has been organized in three complementary components, with each component addressing a different barrier and having discrete outcomes.

82. Under the GEF alternative (summarized herewith in Table 10), gaps in know-how and capacity for sustainable forest landscape management will be filled, resulting in sustainable management successfully demonstrated in three forest landscapes; threats to forest and wildlife resources from illegal activities will be significantly reduced through strengthened law enforcement, resulting in a 20% increase (Outcome 2) in the tiger populations in source PAs and gazettement of a further 20,000 ha of critical corridor areas (Outcome 4); At least 629 ha of degraded forest landscapes restored (Outcome 4) and conservation funds from a diversity of sources, including automatic allocations and fiscal transfers across government departments, private sector investments in biodiversity and carbon offsets, public-based voluntary taxes and hydropower-based PES schemes raised. Collectively, as envisaged in the ProDoc, these interventions will help ensure the long-term effective management of globally significant biodiversity resources and ecosystem services in the three target landscapes, catalyzing actions to realize the CFSMP across all states, thereby enhancing Malaysia's compliance with international conventions and its commitment to global conservation efforts.

Table 10: Baseline Scenario in Peninsular Malaysia and the GEF Project Alternative	
Current Practice	GEF Alternative Scenario
Land and Natural Resource Management	
Disjointed land use management with short-term plans for short-term profits Plans in place for primary linkages but weak capacity and resources for implementation. Little means of taking into account biodiversity and ecosystems in land management decisions. Weak capacity for monitoring biodiversity and ecological impacts of development, including plantations within PRF Leading to: reduced chance of achieving CFSMP targets, reduced connectivity, and increased fragmentation of the CFS, land degradation and loss of biodiversity. Weakened ecosystem capacity for the provision of valuable services	Improved coordination between, and capacity of, forestry and wildlife departments and land users for CFSMP implementation. Sustainable land management plans developed, integrating resource uses across whole landscapes. Increased critical tiger corridor habitat by at least 20,000 ha and rehabilitation of at least 629 ha of degraded forest landscapes. Number of relevant ecological corridors mainstreamed and incorporated into the revised state structure plans and district local plans. ⁴⁵
Wildlife and Forestry Law Enforcement	
Current Practice	GEF Alternative
MY-WEN effectively non-operational with no intelligence-based monitoring or reporting schemes in place, and law enforcement capacity is weak. HWC is not effectively mitigated, with elephants and macaques damaging local livelihoods and risking being injured or killed. NTCAP only partially successful, with wildlife crime and	Intelligence gathering and analysis facility emplaced, with standardised reporting enabling efficient transfer of information. Enhanced law enforcement capacity and presence on the ground with strengthened institutional structures. HWC prevention and mitigation measures improved. Conservation-based livelihoods enhanced in communities in target sites Leading to: increased rate of recorded wildlife crime cases that are prosecuted in court and increased percentage of enforcement staff doing enforcement

⁴⁵ Alternative Scenario has been adapted from the Project Document using the new metrics and targets adopted following the IRR by the AMAP.

Table 10: Baseline Scenario in Peninsular Malaysia and the GEF Project Alternative	
Current Practice	GEF Alternative Scenario
HTC still a threat to tigers. Negative relationships between wildlife and communities leading to: continuation of wildlife and forestry crime, HWC continuing to negatively impact both communities and wildlife, reduced local support for wildlife conservation, increased disconnection between wildlife authorities and local communities. Population declines and risk of species extinction, including that of the tiger.	work in the landscapes ⁴⁶ (Outcome 2); reduced conflict between communities and wildlife (Outcome 5); improved relationship between communities and wildlife and wildlife authorities through livelihood measures; increased support for conservation; and, overall improved management through augmented capacity (Objective level indicator of CD Scorecard). ⁴⁷
Conservation funding	
Current Practice	GEF Alternative
Insufficient allocation of funds towards conservation of biodiversity and ecosystem services, including for the CFSMP. Low capacity to increase allocations. Lack of financial benefits emplaced for conservation leading to: no incentive among state governments to allocate their own funds to conserve the CFS when no economic returns are foreseen; failure of CFSMP; and, continued loss of biodiversity and ecosystem health.	Biodiversity and ecosystem services considerations integrated into land (regional and district) management plans and mechanisms for enhanced financial sustainability and performance-based budgeting, leading to: increased funds specifically for conservation and capacity to implement sustainable ecosystem-friendly land management plans with maximum economic benefits, as well as monetary incentives for local communities and state governments for co-management. ⁴⁸

Purpose of the Midterm Review

83. The MTR is being conducted just over three years following the IRR and a year and a half after the initial nineteen-month was granted by UNDP's Bureau for Policy and Programme Support. It will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the [UNDP Evaluation Guidance](#), as well as [Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed projects](#).

84. Per the Terms of Reference (Ref. Appendix A), the objective of the Mid Term Review is to assess:

- progress towards the achievement of the project objectives and outcomes, as specified **both** in the Project Document and amended SRF developed by the Adaptive Management Advisory Panel against which the Project is currently tracking;
- signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results;

⁴⁶ ibid

⁴⁷ ibid

⁴⁸ ibid

- the causes of prevailing implementation issues/bottlenecks to be used by the PSC to discuss and decide on further adaptive management actions for the project to overcome these bottlenecks in an agile manner⁴⁹; and finally
- to gauge whether or not it merits the first of two twelve-month extensions.

85. The MTR also reviews the project's strategy and the risks to its sustainability. In line with the United National Development Programme - Global Environment Facility (UNDP-GEF) Guidance on MTRs, this MTR was initiated following the submission of the sixth⁵⁰ Project Implementation Report (PIR).

86. On 6 September 2021 a kick-off meeting was organized by the UNDP-CO in Malaysia and Project Management Unit staff, with broad participation from key project stakeholders and the MTR consulting team in order to align on expectations, key milestones and scope of the evaluation. A PowerPoint presentation was produced and has been included in Annex B.

87. The **goal** of the project is: that sustainable forest landscape management in the Central Forest Spine Landscape secures critical wildlife habitats, conserves biodiversity and carbon stocks and maintains the continuous flow of multiple ecosystem services.

88. The development challenge that the Project seeks to address concerns the devastating impact of unsustainable and illegal wildlife trade on wildlife populations in Indonesia and SE Asia. And therefore, the IC-CFS project is expected to contribute to a singular objective:

89. In order to achieve its objective, the project is working at four levels – national level, subnational / landscape level, site level and internationally via strengthened bilateral, regional and international cooperation envisioned by the Project, as well as through linkages with the GWP.

90. As shown in Table 11 below, the project interventions are structured into four outcome-oriented components and 14 corresponding outputs as the expected results.

Table 11: Project Components, Outcomes and Outputs at Four Levels		
COMPONENT	OUTCOME	OUTPUT(S)
Component 1 Planning, compliance, monitoring and enforcement framework for integrated forest landscape management	Outcome 1.1 Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystems and carbon stocks.	Output 1.1.1 Federal and state level decision making tools strengthened for sustainable forest landscape planning and implementation.
		Output 1.1.2 A monitoring tool for biodiversity, ecosystem services and carbon stocks developed and piloted.
	Outcome 1.2 Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest	Output 1.2.1 Wildlife and forestry crime reduced through multi-agency integrated, systematic and more frequent enforcement efforts.
		Output 1.2.2

⁴⁹ 2021 PIR, page 65 of 72

⁵⁰ No PIR was prepared for 2018 (or one has not been shared with the MTR consultants) due to the Project being suspended. The Project is in its 8th year of implementation since 2014.

	landscapes to ensure reduction of wildlife and forestry crime	Forestry officers and state park officers empowered to effectively enforce the Wildlife Conservation Act 2010.
		Output 1.2.3 A community-based wildlife monitoring and enforcement programme established.
		Output 1.2.4 Wildlife and forestry crime monitoring, intelligence, investigation and prosecution at state and federal levels strengthened.
		Output 1.2.5 Capacity building provided for federal, state and other stakeholders related to planning compliance monitoring and enforcement for integrated forest landscape management.
Component 2 Sustainable Forest landscape management of three priority forest landscapes within CFS	Outcome 2.1 Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in the three priority landscapes via sustainable forest landscape	Output 2.1.1 CFS management plan developed in targeted landscapes.
	Outcome 2.2 Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices	Output 2.2.1 Degraded habitats within the corridors in targeted landscapes rehabilitated with native species.
		Output 2.2.2 Critical forest areas within the corridors gazetted.
		Output 2.2.3 Targeted ecological corridors are mainstreamed into state structure plans and district local plans that are being revised.
	Outcome 2.3 The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict.	Output 2.3.1 Indigenous communities' involvement in livelihood related activities enhanced and diversified in targeted landscapes.
		Output 2.3.2 Human-elephant conflict (HEC) mitigation measures strengthened within Belum-Temengor and Endau-Rompin.
		Output 2.3.3 Capacity building and communications support provided

		for federal, state and other stakeholders related to sustainable forest landscape management of three priority forest landscapes within CFS.
Component 3 Diversification of financing resources for conservation	Outcome 3.1 The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation	Output 3.1.1 Potential alternative sources of funding for CFS identified and developed
		Output 3.1.2 Fund disbursement mechanism established for CFS traditional and non-traditional stakeholders.
	Outcome 3.2: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized.	Outputs: 3.2.1. Annual budget from GoM allocated to support CFSMP implementation
	Outcome 3.3 Strategic planning processes in place and being used to link financing to conservation management needs	Output 3.3.1 Sustainable financing components and considerations incorporated in CFS state plan.

Key Changes Since Project Initiation

91. It is important to take stock that a number of significant policy and economic changes have occurred since the beginning of project implementation in 2014, which have clearly impacted the Project's operating environment be they direct or indirect, positive or negative :

- I. **Oil price decline:** the global drop in oil prices around 2014 has resulted in the concomitant reduction in government revenue from petroleum. In 2016, the Malaysian government had to recalibrate its budget to optimize its expenditure. With less funding for State governments, some of them may resort in harvesting more timber or converting forest areas for plantation agriculture.
- II. **Biodiversity policy:** In 2016, Malaysia revised its 1998 Policy on Biological Diversity (NPBD) in line with the Global Biodiversity Aichi Targets. The [current policy](#) (2016-2025) has 17 targets and has a clear provision and target on PAs. Target 6 specifies that "By 2025, at least 20% of terrestrial areas and inland waters, and 10% of coastal and marine areas, are conserved through a representative system of protected areas and other effective area-based conservation measures". The CFS is explicitly mentioned under Action 6.1 therein.
- III. **Development plan:** While the Project was designed to contribute to the Eleventh Malaysia Plan, 2020 has marked the end of Vision 2020 and the 11MP, 2016-2020 period. As a continuation, a post-2020 development plan with a clear strategic direction has been formulated in the way of a 12MP to set the way forward for national development agenda over the next decade and anchored to three dimensions, namely economic empowerment, environmental sustainability, and social re-engineering.
- IV. **Complementary projects and government announcements:** UNDP Malaysia will soon be managing the forthcoming UNDP-GEF project "*Building institutional and local capacities to*

reduce wildlife crime and enhance protection of iconic wildlife in Malaysia" to enhance the protection of three iconic wildlife species and their habitats in Peninsular Malaysia, Sarawak and Sabah. Both projects have complementary components in terms of species coverage and thematic priorities to strengthen the effectiveness of domestic efforts to reduce poaching and trafficking and protect the habitats of the country's iconic wildlife, including tigers. The GoM announcement of the renewal of Ecological Fiscal Transfers and the involvement of military veterans and the Orang Asli (VetOA) to support existing enforcement efforts and accompany wildlife rangers.

- V. **Post COVID-19 spending:** In October 2021 Malaysia announced its largest ever budget to jump-start a pandemic-battered economy, with some investments earmarked for conservation activities relevant to the Project's scope. While fresh COVID-19 lockdowns this year have dampened hopes of a quick recovery, recent gradual reopening have boosted hopes of a turnaround.

D. Consistency with Government and UNDP/GEF Plans and Policies

92. The Project is fully consistent with key biodiversity policy documents namely the National Policy on Biological Diversity, 2016-2025 and the Common Vision on Biodiversity 2009. Target 6 of the National Policy on Biological diversity specifies that "By 2025, at least 20% of terrestrial areas and inland waters, and 10% of coastal and marine areas, are conserved through a representative system of protected areas and other effective area-based conservation measures" and the Project is also aligned to Action 6.1 therein. Other policies and plans related to biodiversity and PA management include the following:

- National Physical Plan⁵¹
- National Tiger Conservation Action Plan (2008-2020)
- National Elephant Conservation Action Plan (2013)
- National Action Plan for the Prevention, Eradication, Containment and Control of Invasive Alien Species in Malaysia (2013)
- National Strategies and Action Plans on Agricultural Biodiversity Conservation and Sustainable Utilization (2012)
- National Forestry Act (1984)
- National Forestry (Amendment) Act (1993)
- Wildlife Conservation Act (2010)

93. The Project is fully complementary to the Central Forest Spine Master Plan 2011 whereby Malaysia is committed to a 5.3-million-hectare initiative that will create linkages between the four main forest areas covering the central mountain range in Peninsular Malaysia to help safeguard species' survival. Similarly, the Project further complements The Eleventh Malaysia Plan, 2016-2020, which is the country's key development policy document.

94. The Project also resonates with Priority 2b of UNDP's Country Programme Action Plan Between the Government of Malaysia and the United Nations Development Programme 2016-2020. This priority

⁵¹ Currently in its third iteration, the National Physical Plan is the umbrella policy document under which the National CFS Master Plan falls.

area focuses primarily on valuing natural capital, reducing environmental impacts, and improving access to quality ecosystem services for low-income households.

95. Similarly, this Project contributes directly to the following [GEF-5 Strategic Objectives](#):

- Biodiversity **Outcome 2.1**: *Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation;*
- Land Degradation **Outcome 3.1**: *Enhanced cross-sector enabling environment for integrated landscape management;*
- Land Degradation **Outcome 3.3**: *Increased investments in integrated landscape management;*
- Sustainable Forest Management/REDD+ **Outcome 1.2**, with the aim of achieving multiple environmental benefits from improved management of all types of forests: *Good management practices applied in existing forests.*

E. Project Implementation Arrangements

96. The Project is implemented under UNDP's National Implementation Modality, where the Ministry of Energy and Natural Resources, is the Implementing Partner responsible and accountable for managing the IC-CFS project, including its ongoing monitoring and assessing project delivery and the effective use of project resources. Responsibilities for execution have been delegated to and spread between the Forest Department Peninsular Malaysia (FDPM), Department of Wildlife and National Parks (DWNP) and the Forest Research Institute Malaysia (FRIM).

97. The Project's central management hub is housed within the FDPM, the lead implementing partner with overall prime responsibility to KeTSA. In practice, the Project is managed primarily by the Federal Government, in close collaboration with state governments and was intended to include participatory involvement of local stakeholders that include indigenous communities (Orang Asli), civil society and the private sector (e.g. plantation managers).

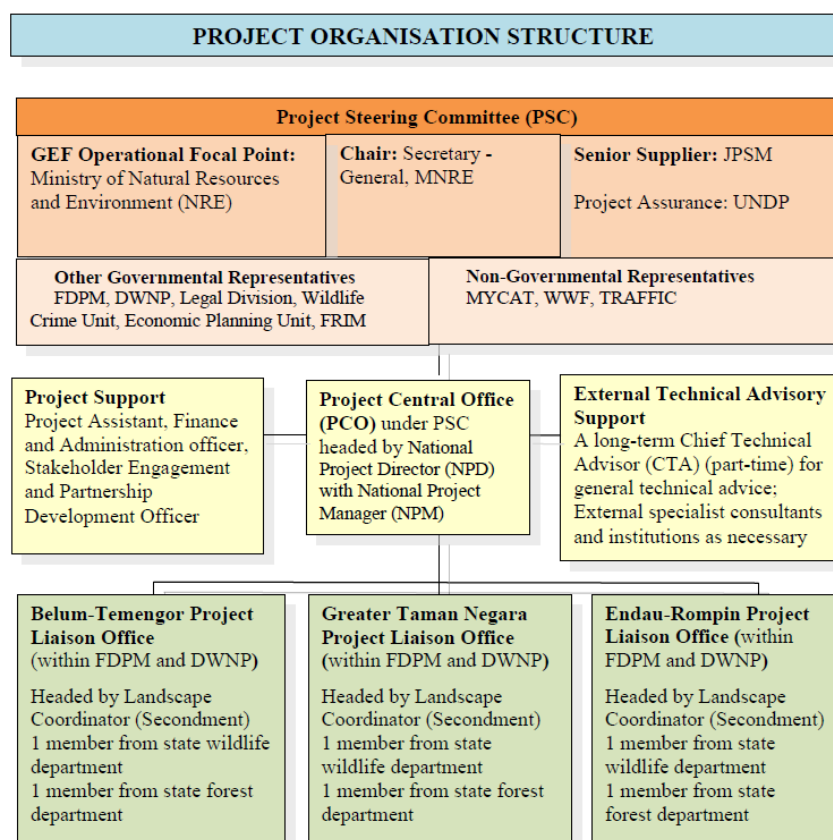
98. A Project Management Unit, headed by a National Project Manager conducts the actual day-to-day implementation of the Project, under the direction of and reporting to the National Project Director, and supported by a team of 8 PSU staff. As the Implementing Agency responsible to the GEF, UNDP has a project assurance and oversight role, and is accountable and responsible for the delivery of results to the GEF. An RTA, based in the UNDP Regional Office for Asia and the Pacific, reports to the GEF on the Project's progress and provides technical guidance where necessary and has been quite engaged, especially following the IRR.

99. Per the Project Document (page 103), the Project is overseen by a Project Board composed of the National Project Director (NPD), from the FDPM and senior representatives from each government agency UNDP will have one representative present who will advise the PSC in its deliberations and may vote in cases where a majority has not been met. Membership was established during the inception phase and the inception report from August 2015 highlights the following membership, whereby the Secretary General of KeTSA, will serve as the Chairperson, and the Deputy Secretary (Environment), as the Deputy: (i) Ministry of Finance; (ii) Economic Planning Unit; (iii) Forestry Department Peninsular Malaysia; (iv) Department of Wildlife and National Parks; (v) Economic Planning Unit – Pahang; (vi) Economic Planning Unit - Perak; (vii) Economic Planning Unit - Johor; (viii) State Forestry Department - Pahang; (UPEN Johor); (ix) State Forestry Department - Perak; (x)

State Forestry Department - Johor; (xi) Department of Wildlife and National Parks - Pahang; (xii) Department of Wildlife and National Parks - Perak; (xiii) Department of Wildlife and National Parks - Johor; (xiv) Ministry of Agriculture; (xv) Ministry of Plantation Industries and Commodities; (xvi) Department of Director General of Lands and Mines; (xvii) Federal Department of Town and Country Planning; (xviii) Forest Research Institute Malaysia; (xix) Department of Irrigation and Drainage; (xx) Public Works Department; (xxi) Orang Asli Affairs Department; (xxii) UNDP; (xxiii) Malaysian Remote Sensing Agency; (xxiv) World Wildlife Fund; (xxv) Malaysian Nature Society; and (xxvi) other relevant agencies, if required. With a mandate to meet at least twice per year, the Project Board is entrusted with providing overall direction and review of the IC-CFS project's implementation, reviewing and approving annual work plans, and ensuring that the project functions appropriately.

100. A total of 3 Technical Working Groups (TWGs) for Business Intactness Index, Wildlife Conservation, PES and SFM were part of the Project's early design (headed by FRIM, DWNP and FDPM respectively) with an additional 3 TWGs in the three priority states of Perak, Pahang and Johor headed by the State Economic Planning Unit(s). A total of 6 TWGs were part of the Project's early implementation (shown in Figure 5 below) and validated during the inception phase.

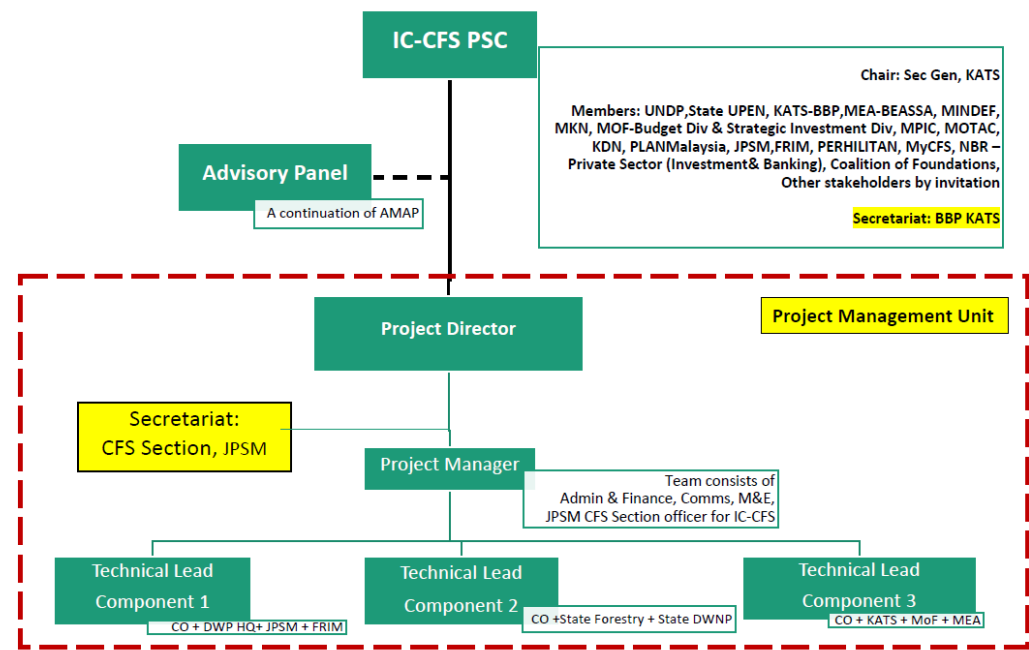
Figure 5. Organisational structure in the Project Document and endorsed by the GEF



Source: ProDoc, p. 102

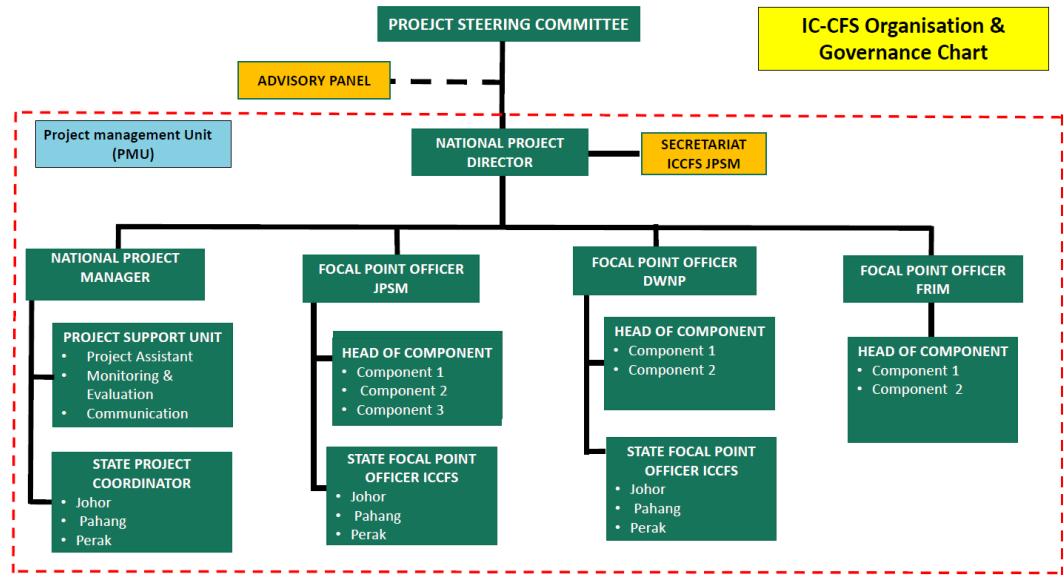
101. Following the IRR, the TWGs were dissolved by the AMAP in 2019 and replaced by 3 Technical Leads for the 3 Components and State Counterpart Officers (see Figure 6). The Project Board was also reviewed and reconstituted at this juncture.

Figure 6. Updated Governance and Composition of the Project Board by the AMAP



102. When the Project was activated in November 2020, some of the structures put in place by the AMAP were again revisited and changed. Changes to the management arrangements are illustrated in Figure 7 below. The AMAP has provided notable technical advisory support on the reconstitution of the SRF but is not being actively leveraged currently in spite of it still being reflected in the organizational structure as an external Technical Advisory Panel (TAP). The DWNP recruited coordinator is not reflected in the organizational chart but plays a substantial liaison and coordination role.

Figure 7. Updated Organizational Structure (November 2020)



F. Project Timing and Milestones

103. The Project was approved by the GEF in January 2014, but officially began on 18th March 2014 once the Project Document had been signed by UNDP and the Government of Malaysia. A project inception workshop was held on 25 November 2014, with the inception phase lasting until August the following year when the Inception Report was released.
104. Per the timeline below the MTR was initiated three years following the IRR. While operational closure was expected in March 2020, the Project is at the tail end of the first of three extensions, with the second and third to be granted by UNDP BPPS upon the realization of key milestone triggers agreed in May 2020.

Figure 8. Key IC-CFS Project Milestones

1 June 2012	29 Jan 2014	18 Mar 2014	25 Nov 2014	June 2018	17 March 2020	13 May 2020	Aug-Dec 2021	31 Dec 2021	31 Dec 2022	18 July 2023	18 Dec 2023
PIF Approval Date	Full project approved: GEF CEO Endorsement	ProDoc signed: official project start	Inception Workshop	Independent Rapid Review (IRR) Completed	Operational Closure (Planned)	First extension granted by UNDP BPPS (19 mos.)	Midterm Review	Second milestone-based extension (6 triggers to be eligible for an extension)	Third milestone-based extension (5 triggers to be eligible for an extension)	Terminal Evaluation – Contingent on Extension (usually commences 6 mos. prior to operational closure)	Project Operational Closure - no possibility for further extensions

G. Key Partners and Stakeholders Involved in the Project

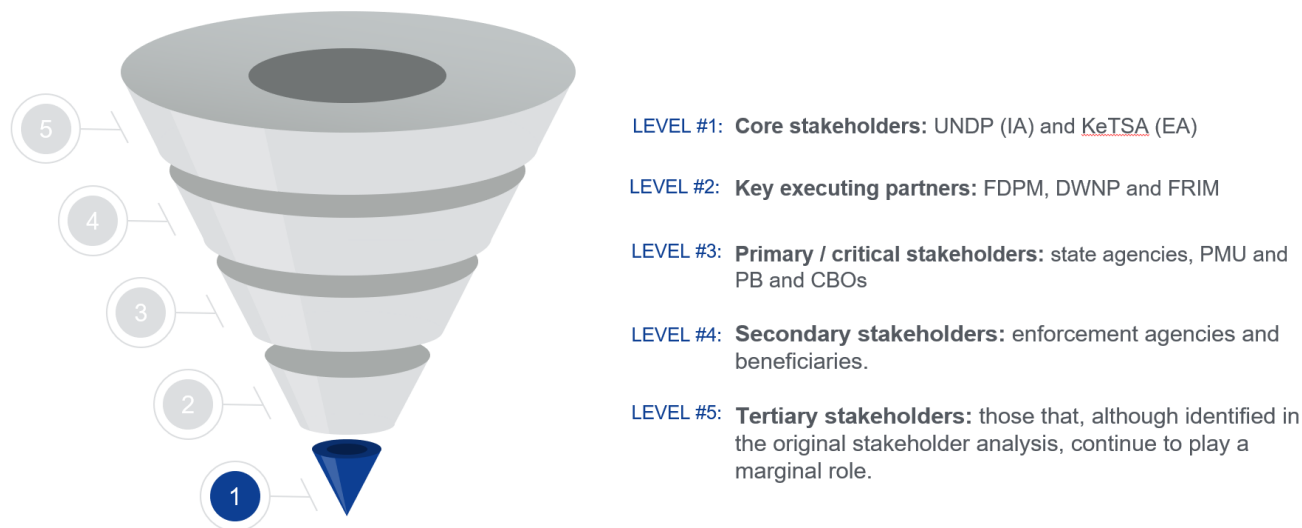
105. An extensive list of stakeholders is provided in both Section 1.3 and in Annex IV of the Project Document, which for illustrative purposes can be clustered as follows:

- **Core stakeholders** are UNDP (GEF IA) and KeTSA (EA);
- **Key executing partners**, including FDPM, DWNP and FRIM;
- **Primary stakeholders** are project beneficiaries who are likely to be directly affected by the IC-CFS project, and those who are directly involved in its implementation (not including the IP and executing partners). Included in this group are stakeholders with direct oversight and management authority, which will be integral to determining the success of the Project such as the PMU and PB. State governments are identified as primary stakeholders and critical to the Project's success in the ProDoc, having responsibility for the security of land including, for example, forestry policy and its application under the remit of state forest departments and not the FDPM. The state EPU is the key state government agency overseeing the development direction of the state. Also important are the Johor National Parks Corporation (JNPC) and

Perak State Parks Corporation (PSPC);

- **Secondary stakeholders** are actors and institutions that may be somewhat removed from the day-to-day project, but who may nonetheless be influenced by it, or have the potential to enable its implementation. They may for example function in roles such as legislative regulators, policy-makers, law enforcement agencies and local communities (including women), with whom the Project requires key partnerships to be forged in order to enable key outcomes. Included in this group is the National Land Council, with oversight of planning, management, development and use of land in Peninsular Malaysia; Department of Town and Country Planning (now PLAN Malaysia), which supports state and local authorities on planning matters, including technical responsibility for the National Physical Plan; and the Economic Planning Unit (EPU) within the Prime Minister's Department, which is responsible for the 12MP and is the focal point for bilateral and multi-lateral cooperation in environmental affairs, including technical assistance programmes with UNDP and GEF. In this cluster half a dozen NGOs are identified in the Project Document as development partners; all of whom have a keen interest in the CFS. The NGO community is represented by two of these organizations, Malaysian Nature Society and WWF Malaysia, and were on the Project's Steering Committee at the outset.
- **Tertiary stakeholders** are those actors that, although identified in the original stakeholder analysis, have and will continue to play a marginal role in the Project.

Figure 9. IC-CFS Project Stakeholder Hierarchy



III. FINDINGS

A. Project Strategy & Design

Strengths, Weaknesses, Opportunities and Threats

106. Having had the opportunity to digest and glean from critical documentation and through the extensive consultations conducted both virtually and via the field visits, the MTR consultant team has developed an emerging picture of the Project's main strengths, weaknesses, opportunities and threats (depicted in Figure 10 for illustrative purposes). Section III touches on these in the appropriate sections.

Figure 10. MTR SWOT Analysis



Relevance Project Strategy

107. As noted elsewhere, the Project strategy remains highly relevant to the country and has strategic value to broader efforts to re-establish the integrity and connectivity of forests through the establishment of linkages and ecological corridors, as part of the Malaysian government's Central Forest Spine initiative for a continuous network of forests in the heart of Peninsular Malaysia.

108. The overall strategy of the IC-CFS project, to maintain the contiguity of forests in the participating landscapes for the purposes of supporting biodiversity and ecosystem services, still resonates strongly nearly 8 years after the Project Document was endorsed by the GEF CEO, as these forest blocks are potentially subject to be cleared for unsustainable economic ends and are diminishing in size due to a misguided extractive industry, expansion of large-scale palm oil production and other activities. Furthermore, given the additional pressure on government coffers and economic decline hastened by the COVID-19 pandemic, the IC-CFS is perhaps more relevant today than at the time of its original design. The Project objective and outcomes are also in close alignment with KeTSA's mission "[Leading an integrated natural resources governance based on efficient and optimal use of resources in line with national policies, laws and international commitments](#)" and multi-pronged objectives. Particularly

novel and relevant about the IC-CFS is focus on supporting planning and mainstreaming landscape conservation at the federal, state and district levels, and bridging traditional divides between federal and state jurisdiction when it comes to matters on land.

109. The project is also aligned with the 2016-2020 CPD and with other planning and execution instruments such as the United Nations Sustainable Development Cooperation Framework 2021-2025 (UNSDCF), specifically Strategic Priority Area 2. With this project, UNDP joins its efforts to make technical assistance an accelerator element for the achievement of the SDGs. Likewise, as a GEN2 project the Project is intended to support Malaysia in the implementation and mainstreaming of inclusive actions aimed at promoting gender equality, as well as local-level community-based environmental management planning.
110. Finally, the Project strategy is aligned to and consistent with the GEF-5 Focal Areas of Biodiversity (Outcome 2.1), Land Degradation (Outcome 3.1 and 3.3) and SFM/REDD+ (Outcome 1.2). From a national perspective, while the Project was designed to support and contribute to the objectives of the 10th Malaysia Plan, it is equally relevant to provisions included in the recent 12th Malaysia Plan.

Quality of Project Design

111. Similarly, the Project design is consistent with the relevant aspirations of the GEF focal areas of land degradation, biodiversity, and sustainable forest management. With the luxury of a seven-year window for implementation, both the Objective and Outcomes of the IC-CFS project are fairly clear and overall feasible to achieve in the Project's timeframe, with a healthy dose of ambition and shift in paradigm. While the Project was designed before an accompanying theory of change became a requirement for GEF projects, the incremental reasoning in the Project Document - which consists of using different models and enhanced collaboration between federal and state departments, as well as local livelihood incentives to get a head-start on the implementation of the CFSMP and bring key CFS corridors under enhanced management - is sound and valid.
112. The Project was also designed with explicit emphasis on increasing the influence of biodiversity and ecosystems in development, and land management planning through incorporating the biodiversity, ecosystem and carbon stocks monitoring tools, as well as ecosystem valuation tools, into land use planning, meaning that land managers are able to identify the benefits of including conservation areas within landscapes and have the ability to allocate land uses accordingly. It was primarily through this unifying biodiversity lens, along with investment in biodiversity threats monitoring and law enforcement capabilities, that the Project sought to accelerate capacity of the federal and state governments to improve coordination between, and management structures supporting, a more contiguous management of critical landscapes.
113. Notwithstanding, the MTR consultant team highlights the following flaws in its design:
- The MTR notes that the formulation of the Project Objective and Outcome 1.1, although formally different, are substantially identical and slightly redundant. It can be said that the Project aspires to strengthen collective and individual capacities of the target stakeholders implementing the CFSMP at federal and state level and, also, to promote a livelihood development model and management planning which is sustainably financed that improves ecosystem connectivity, conserves biodiversity, and reduces greenhouse gas (GHG) emissions;
 - While tigers have been used as a flagship species as a bellwether for landscape contiguity, in

practice, it has not been possible to leverage hard data as an input into management planning as the Department of Wildlife and National Parks, together with WWF-Malaysia and other NGOs, embarked upon Malaysia's first National Tiger Survey between 2016 to 2021 in parallel for much of the IC-CFS project's implementation and with its data and findings closely guarded. This is exemplified by missing baselines in SRF. The irony is that with an expectation that tiger populations have actually declined 50% from where they were at the time of design, the corridors are likely to benefit other species. Moreover, with continued pressures and threats continuing there may be little or no wildlife remaining in such forest complexes to benefit from the corridors by the time they are established and functioning ecologically as a result of a latency effect;

- With its primary focus on connectivity and corridors, there is an implicit assumption that adjacent forest complexes and permanent forest reserves are being managed sustainably with adequate enforcement of potential nefarious activities such as illegal logging, wildlife poaching, encroachment and other illegal activities. Anecdotal evidence collected by the MTR consultant team and responses from interviews suggest this might not be the case, and in fact, pressures have actually increased as a result of COVID-19 in light of strained budgets and government resources;
- The complexities around land matters between federal and state levels are deeply entrenched and systemic in nature within the Malaysian context. However, the design of Outcome 3 and its push for sustainable financing mechanisms and encroachment on state budgets, is overambitious for a single component. The Outcome could have and has merited its own project to address the structural issues and paradigm shift needed to enable greater receptiveness of these modalities. Furthermore, as in the case of all large-scale, multi-faceted projects operating in complex and evolving contexts, and considering that the design process spanned several years, there has been a need for the IC-CFS project to adapt and scale down its approaches to hard realities. Most significantly, Outcome 3 has required some adjustment due to the difficulty of providing a compelling business case and incentives to the state forest departments to maintain forest areas given the high profitability of extractive industries and pressures stemming from pandemic spending and strained budgets;
- The Project's design assumes that only a uniform package of interventions at each of the 3 targeted states - with equal weighting on prioritizing improved law enforcement capacity, sustainable management planning and financing, restoration of corridors to enhance connectivity and sufficient emphasis on enhancing Orang Asli livelihoods - can comprehensively address the Development Objective. The absence of any one element compromises the sustainability of the whole. There has been insufficient prioritization of bespoke models that can be applied to other contexts and states within the GoM's flagship CFS initiative;
- Perhaps the biggest gap in the Project's design is insufficient guidance provided on the critical path towards the realization of the objective and which impact pathways are most likely to deliver results. Currently, the main conduit for achieving the objective, early delivery of Output 2.3.3, is buried and is not given sufficient priority in the results hierarchy. In the absence of clear direction in the Project Document and without seasoned management, these critical dependencies can fall through the cracks, as they currently have, and be missed altogether.

Strategic Results Framework / Logframe

114. The Project goal captures the underlying essence of the project, that is, ***sustainable forest landscape management in the Central Forest Spine Landscape secures critical wildlife habitats, conserves biodiversity and carbon stocks and maintains the continuous flow of***

multiple ecosystem services. For this, the Project Document recognizes there is a need to engineer a paradigm shift from site focused management to landscape management and that reaching this goal depends on a favourable political and institutional environment that is receptive to change and embracing new models of approaching forestry.

115. A review of other project implementation and monitoring documents such as the Project Implementation Review (PIR), Annual Work Plan (AWP) and Quarterly Progress Report (QPR) indicates that the project goal and key words such as "paradigm shift", "organizational change management", "behaviour change" or "business transformation" were not referred to in any of them.
116. As such, the MTR consultant team has found that Project goal was not sufficiently emphasized, nor consistently employed throughout the documentation of Project design and in implementation, nor has the requisite paradigm shift taken root in the form of changes to current practices and ways of doing business with other departments, even in the same ministry. This Project has been treated as any other FDPM project, not given sufficient visibility to maximize its potential because of its smaller budget envelope when compared to other national initiatives and its transformative potential in shifting in mindsets has been glossed over.
117. While the MTR consultant team found the overall coherence of the Project design, as presented in the SRF, to be quite well thought-out and comprehensive, some weaknesses in the framework were identified and the MTR consultant team found several areas for improvement. Based on the recommendations to prioritize certain deliverables at this juncture in the Project, the MTR suggests to "grandfather" undeveloped, repetitive and redundant indicators (Ref. Annex G). The following observations are also made for the purposes of the MTR:
 - While the AMAP was initially inclined to simplify the SRF, the amount of flexibility and leeway afforded to the Project following the IRR was minimal due to the GEF requirements and the need to maintain the ambitiousness of targets and the integrity of the core design; the basis on which the Project was approved. Still, this has constrained opportunities for adaptive management and has set up the Project for failure on a number of fronts;
 - Until a month prior to the 2021 PIR, the SRF did not have mid-term targets and these were defined in haste (along with much of the data collected on them) reflecting poor and reactive monitoring of results;
 - There are too many indicators (45) in the Strategic Results Framework, with several indicators and targets that are either overambitious or undeveloped, as well as clear dependencies between outputs that might have been possible with more runway, but will present challenges in the time remaining;
 - Even with the opportunity to redesign the SRF following the IRR, the logframe lacks any gender indicators, including basic sex-disaggregated data amounting to a lapse in direction and a significant oversight for a GEN2 initiative;
 - The first of three objective-level indicators focusing on the "intactness" of forests, focuses exclusively on natural forests; a significant shortcoming that does not consider the Malaysian context and the importance of well-managed plantation forests to enhance connectivity. It is the view of the MTR consultant team that natural forest is just one piece of the puzzle in enhancing landscape contiguity;
 - The end-of-project indicator for Outcome 1.2 "*Tiger population in CFS landscape increased by at least 20%*" is highly unrealistic given the time remaining in the Project and that the tiger population is affected by myriad factors besides connectivity;

- Reporting on the status of another indicator for Outcome 1.2 "*One WildFriend programme operationalized at one target state*" does not accurately reflect the status of this programme and based on stakeholder consultations has not gained traction;
- Reporting on Outcome 2.2 indicator "*Number of hectares of degraded forest landscape planted with ARR methodology*", is constrained by a lack of understanding, based on consultations and questions posed to state forestry departments during the field visit, on what constitutes the AFF methodology, therefore impacting data collection;
- The baseline for Outcome 2.3 "Indigenous people household income increase through participation in the project" is altogether disconnected from the Project.

118. The MTR concurs with the IRR that there was wide stakeholder engagement during design and even during the prolonged inception phase, yet the MTR consultant team notes there was a missed opportunity to involve other ministries, such as the Ministry of Agriculture and Food Industries, Ministry of Works and PLAN Malaysia at a deeper and more meaningful level connected to mainstreaming as well as understanding requirements for spatial planning and decision-making that would underpin the OSC. Issues were also found with gender mainstreaming and community engagement strands of work and the design neither included an exit strategy to catalyze wider change nor a theory of change. The latter, while not a requirement at the time of design but shortly thereafter, could have been beneficial to visualize the key impact pathways for more informed decision-making and resource allocation. The resulting problems manifest themselves in the form of weak results-based work planning, a disproportionately high monitoring burden when compared to the M&E plan and budget and associated challenges of evaluation. The table below highlights the evolution of the Strategic Results Framework (SRF) from design to its reformulation following the IRR, subsequently endorsed by Adaptive Management Advisory Panel and the Project Board and finally, commentary resulting from the MTR.

Table 12: Changes to the Strategic Results Framework and Project's Intervention Logic

Results Hierarchy	At Design	Following IRR	At MTR
Project Objective	To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation (Comprising of 3 indicators)	To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation (Comprising of 3 indicators – no substantive changes to indicators themselves but mid-term targets added during execution and sometimes carried over verbatim from the end-of-project target)	No changes warranted at this juncture, but the MTR notes there is insufficient focus on the work that will contribute most to realizing the Development Objective; primarily investments in Output 2.3.3 and ensuring training modules that are supposed to be developed as part of other Outputs feed into a systematic training programme.
Component 1	Planning, compliance monitoring and enforcement	Planning, compliance monitoring and enforcement	Going forward, prioritization should be given to finalizing

Table 12: Changes to the Strategic Results Framework and Project's Intervention Logic

Results Hierarchy	At Design	Following IRR	At MTR
	framework for integrated forest landscape management (Comprising 2 outcomes and 9 outputs)	<p>framework for integrated forest landscape Management (Comprising 2 outcomes and 7 outputs).</p> <p>Preliminary observations as follows:</p> <ul style="list-style-type: none"> • Outcome indicators have been completely revamped; • Outcome 1.1 (indicator 1) comprising 4 discreet and orphan indicators; • Outcome 1 (indicator 2) emphasizing "number of tools" as opposed to "Steering Committee being equipped to apply environmental monitoring and management tools" the original design; • Outcome 1.2 (indicator 1) continues to focus on tiger populations and recorded wildlife crime convictions but also introduces "<i>percentage of enforcement staff doing actual enforcement work</i>". MTR targets defined and EOP targets in some cases revised downwards (i.e. from 70% to 30% prosecution rate of recorded wildlife crime cases); • Outcome 1.2 (indicator 2) hones in on empowerment of state forestry and state park officers to interpret and apply legislation; • Outcome 1.2 (indicator(s) 3) focuses on community co-management and development of 	<p>and piloting the biodiversity monitoring tool (Output 1.1.1 and 1.1.2) to inform one decision-making paper for actioning, as well as ensuring the biodiversity monitoring tool gets developed into a capacity building module (Output 1.2.5).</p> <p>The tools for ecosystem services and carbon stocks are still in the procurement and contracting stage and therefore, unlikely to be finalized and implemented under the Project within the next year and ought to be reconsidered.</p> <p>Enhancing wildlife crime enforcement and monitoring (Outcome 1.2) should prioritize deep institutionalization of SMART patrolling within FDPM at least 2 of the target landscapes and empowering state forestry staff to enforce the Wildlife Act, including requisite training on SOPs (Output 1.2.4) and newly bestowed powers. These should be anchored to a common data sharing platform enabled through a data sharing agreement.</p> <p>Local community ranger work will prove a viable model by the end of 2021 (Output 1.2.3) that can be absorbed by DWNP as part of the VetOA programme.</p>

Table 12: Changes to the Strategic Results Framework and Project's Intervention Logic			
Results Hierarchy	At Design	Following IRR	At MTR
		<p>WildFriend Programme;</p> <ul style="list-style-type: none"> • Outcome 1.2 (indicator 4) involves knowledge management and Standard Operation Procedures (SoPs for patrols and enforcement); and finally • Outcome 1.2 (indicator 5) prioritizing improved capacity to monitor biodiversity, carbon stocks and ecosystem services. 	
Component 2	Sustainable forest landscape management of three priority forest landscapes within the CFS (Comprising 3 outcomes and 8 outputs); and	<p>Sustainable forest landscape management of three priority forest landscapes within the CFS (Comprising 3 outcomes and 7 outputs)</p> <p>Preliminary observations as follows:</p> <ul style="list-style-type: none"> • Focus of outcome 2.1 is still on mainstreaming of biodiversity and ecosystem service provision, but has been pared down to encompass corridor management planning for Johor; • Focus of outcome 2.2 remains on corridor establishment, though ambition scaled down from original design and use of SFM-REDD+ tracking tool removed altogether; • Focus of outcome 2.2 (outputs 2.2.2 and 2.2.3) remains gazettement of critical forest areas in key corridors with 20,000 ha still being the target, as well as their inclusion in local district plans; 	<p>The Project should prioritize the piloting of each management plan (Outcome 2.1); ambitiously gazetting key corridors informed by biodiversity monitoring tool and newly acquired tiger data (Output 2.2.2); Ensuring the cross-pollination of livelihood activities and the socio-economic survey results inform subsequent investments and refinement of current CEPA guidelines. Any follow-up CEPA activities should be paused until results and a model can be consolidated (Outputs 2.3.1 and 2.3.2).</p> <p>The heart of the Project and the Output most likely to contribute to its success, is the institutionalization of a standard training programme on sustainable forest landscape management within CFS (Output 2.3.3) and ensuring this is mainstreamed into existing CFS implementing agencies at each of the 3 targeted landscapes. The</p>

Table 12: Changes to the Strategic Results Framework and Project's Intervention Logic			
Results Hierarchy	At Design	Following IRR	At MTR
		<ul style="list-style-type: none"> Focus of outcome 2.3 on improvement of livelihoods of local communities and human-wildlife conflict reduction. The Project has added an output following the IRR and there are a total of 10 indicators per the revision following the IRR, as opposed to only 2 at CEO endorsement; This is the outcome where there is a natural entry point for inclusion of gender, community and cross-cutting issues going forward, although indicators (and corresponding monitoring data) will need to be disaggregated to fully capture its potential. 	Project must double-down on this priority in 2022.
Component 3	Diversification of financing sources for conservation (Comprising 3 outcomes and 6 outputs)	<p>Diversification of financing sources for conservation (Comprising 3 outcomes and 4 outputs)</p> <p>Preliminary observations as follows:</p> <ul style="list-style-type: none"> Wording of the 3 outcomes have remained intact; Outcome 3.1 has three associated indicators as opposed to only one in the original design; Focus of outcome 3.1 is very much on new mechanisms and diversification of funding, but more importantly, the operationalization of these modalities; From an indicator perspective, outcome 3.2 has been broken 	<p>The value added for the Project from this Component will be to ensure that support is provided by FDPM to the selected vendor (PE Research) to work collaboratively with the Pahang state economic planning unit to secure ownership for at least one sustainable financing mechanism (Output 3.1.1) and ensuring this is reflected in the forthcoming state plan and supporting budget (Output 3.3.1).</p> <p>The operationalization of a funding disbursement mechanism (Output 3.1.2) requires dedicated attention by the Project and is a prerequisite for success.</p>

Table 12: Changes to the Strategic Results Framework and Project's Intervention Logic			
Results Hierarchy	At Design	Following IRR	At MTR
		<p>down to a further level of granularity now with four indicators focused on allocating a budget for the CFSMP, performance-based budgeting and economic valuation;</p> <ul style="list-style-type: none"> Focus on outcome 3.3 remains drafting sustainable financing plans, albeit ambition scaled down to one state as opposed to three. 	<p>Note: there should be no further sustainable financing plans developed or contracted out under the IC-CFS project, until at least 1 financial mechanism is piloted by the state of Pahang and included in the state plan and budget. Perak and Johor are free to explore and pursue sustainable financing through co-financing and parallel resources, but not using the GEF TF envelope until there is a paradigm shift and commitment from one state, which could lead to a tipping point for other states to adopt similar measures.</p>

119. Another area of weakness noted in the SRF applies to the indicators. According to UNDP-GEF guidelines, indicators in the SRF should be "SMART", i.e., Specific, Measurable, Attainable, Relevant, and Time-bound, and per the review requirements, the MTR team is tasked to evaluate how well the project indicators stack up. A table has been prepared to facilitate the analysis of the project indicators according to the SMART criteria. The results captured in Table 13 suggest that considerable strengthening of many of the indicators of the SRF could have been undertaken by the AMAP under the guidance of UNDP, or through adaptive management by the Project's designated M&E Officer.

Table 13: Assessment of whether IC-CFS indicators are SMART					
Indicator	Is the Indicator: (Y=yes; N=no; ?=uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
<i>Objective: To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation</i>					
Objective Indicator 1: Natural forest of 4 forest blocks of CFS (Main Range Forest Complex, South-east Pahang Peat Swamp Forest, Greater Taman Negara complex, Endau-Rompin-Sedili complex)	N	Y	Y	Y	N
Objective Indicator 2: Funds invested into CFS conservation (apart from GEF funds)	Y	Y	Y	N	N
Objective Indicator 3: Overall score of CFS Capacity Development Scorecard	Y	Y	Y	Y	N
<i>Outcome 1.1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystems and carbon stocks</i>					
Indicator(s) 1.1.1					

Table 13: Assessment of whether IC-CFS indicators are SMART					
Indicator	Is the Indicator: (Y=yes; N=no; ?=uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Number of technical input namely biodiversity, ecosystem services and carbon stocks incorporated into the decision-making papers	N	N	Y	N	N
Number of decision-making papers submitted for consideration at state/federal level	Y	Y	Y	N	N
Number of decision-making papers approved at state/federal level	Y	Y	Y	N	N
Database established to assist in decision making on CFS	Y	Y	Y	Y	N
Indicator(s) 1.1.2					
Number of tool(s) to monitor biodiversity, ecosystem services, carbon stocks, etc. developed and used by federal and state agencies and stakeholders	Y	Y	Y	Y	N
<i>Outcome 1.2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest landscapes to ensure reduction of wildlife and forestry crime</i>					
Indicator(s) 1.2.1					
Tiger population increase in the CFS landscape	Y	Y	N	N	Y
Percentage of recorded wildlife and forestry crime cases that are compounded, prosecuted and convicted in court	Y	Y	Y	N	N
Percentage of enforcement staff doing actual enforcement work	N	Y	Y	Y	N
Indicator(s) 1.2.2					
Number of state forestry officers and state park officers empowered to enforce the Wildlife Conservation Act 2010	Y	Y	Y	Y	Y
Number of state forestry officers and state park officers involved in integrated enforcement activities	N	Y	Y	Y	N
Indicator(s) 1.2.3					
Number of community rangers appointed by administration/legal means in targeted landscape	N	N	N	N	N
Number of communities effectively undertake wildlife monitoring and enforcement activities in targeted landscapes	N	Y	Y	Y	N
WildFriend Programme developed for implementation in the CFS landscape	N	Y	N	N	N
Indicator(s) 1.2.4					
Number of decision-making paper prepared and submitted for a common data sharing platform related to wildlife and forestry crime at federal level	N	Y	Y	?	N
Existence of common patrolling system in the target states developed and implemented	Y	Y	Y	Y	Y
Number of SOP(s) related to arresting, handling of seized item, investigation and prosecution for state parks developed	Y	Y	Y	Y	Y

Table 13: Assessment of whether IC-CFS indicators are SMART					
Indicator	Is the Indicator: (Y=yes; N=no; ?=uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Existence of Intelligence technology applied in piloted sites	Y	Y	Y	Y	N
Indicator(s) 1.2.5					
Existence of a systematic capacity building programme related to monitor biodiversity, ecosystem services and carbon stocks at the targeted CFS landscapes	Y	Y	Y	Y	Y
Existence of skilled officers in wildlife and forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels	Y	Y	Y	Y	Y
Outcome 2.1: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape					
Indicator(s) 2.1.1					
Number of CFS management plans that incorporate biodiversity, ecosystem services, carbon stocks, and monitoring protocols	N	Y	Y	N	Y
Outcome 2.2: Corridor establishment increase connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices					
Indicator(s) 2.2.1					
Number of hectares of degraded forest landscape planted with ARR methodology	N	Y	Y	N	Y
Indicator(s) 2.2.2					
Number of hectares of corridor area gazetted	Y	Y	Y	Y	Y
Indicator(s) 2.2.3					
Number of relevant ecological corridors mainstreamed and incorporated into the revised state structure plans and district local plans	Y	Y	Y	Y	Y
Outcome 2.3: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife and the reduction of human-elephant conflict					
Indicator(s) 2.3.1					
Number of indigenous communities involved in livelihood related activities	Y	Y	Y	Y	Y
Indigenous people household income increase through participation in the project	N	Y	Y	N	N
Indicator(s) 2.3.2					
Data availability for economic loss due to HEC within the indigenous communities.	N	Y	Y	Y	N
Existence of guideline for non-consumptive wildlife tourism in HEC area	Y	Y	Y	Y	Y
Existence of non-consumptive wildlife tourism piloted in synergy with HEC	N	N	Y	Y	N
Indicator(s) 2.3.3					
Existence of standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS mainstreamed into existing CFS implementing agencies	Y	Y	Y	Y	Y

Table 13: Assessment of whether IC-CFS indicators are SMART					
Indicator	Is the Indicator: (Y=yes; N=no; ?=uncertain)				
	Specific?	Measurable?	Attainable?	Relevant?	Time-bound?
Existence of training modules for non-consumptive wildlife tourism programme within CFS	Y	Y	Y	Y	Y
Existence of CFS Communications Plan (e.g. awareness and advocacy strategy) in Forestry Department Peninsular Malaysia	Y	Y	Y	Y	Y
Existence of a dedicated CFS Counterpart Officer at each state	Y	Y	Y	Y	Y
Existence of an effective communications programme for CBOs	N	Y	Y	N	Y
Outcome 3.1: The long-term biodiversity and conservation of the CFS is enhanced through the diversification of funding sources for conservation					
Indicator(s) 3.1.1					
Number of new and additional funding sources for CFS	Y	Y	Y	Y	Y
Number of MOU/MOA for new and additional funding sources signed between donor and receiver	Y	Y	Y	Y	Y
Indicator(s) 3.1.2					
Number of entities/mechanism(s) set up to collect and disburse funds for conservation and /or sustainable management of CFS	Y	Y	Y	Y	Y
Outcome 3.2: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalized					
Indicator(s) 3.2.1					
Amount of annual budget allocation from GoM for CFSMP implementation	Y	Y	Y	N	Y
Criteria developed and adopted by technical agencies	N	N	N	N	N
Utilization of CFS funds between agencies/organizations is tracked and monitored.	Y	Y	Y	N	N
Economic valuation of CFS report developed and adopted for decision making processes	Y	Y	Y	N	N
Outcome 3.3: Strategic planning processes in place and being used to link financing to conservation management needs					
Indicator(s) 3.3.1					
Number of CFS state plan with sustainable financing components and considerations developed at the state level	Y	Y	?	Y	N

Gender and Community Aspects in Project Design

120. While the Environment and Social Screening Procedure (SESP) for the Project correctly and accurately identified gender equality and women's empowerment as an area of impact, this was not reflected in the project's design and logical framework. An inherent gap in this regard was the lack of provisions to mainstream gender into project activities, from the design of activities to the inclusion of gender-related targets and indicators, such as sex disaggregated data, to enable monitoring and reporting on the progress and impacts of the Project in this area. This oversight reflects a missed opportunity in addressing the gap in capacity among stakeholders to mainstream gender in

environment-related projects, and leverage the opportunities brought about by the Project to strengthen understanding of how men and women in indigenous and local communities are differently impacted from a gender perspective. This is particularly salient given that past studies of indigenous communities in these landscapes have not included a gendered analysis to date, and limited data is available on the gendered impact of development on indigenous communities.

121. The Strategic Results Framework lacks any gender indicators, including basic sex-disaggregated data. Issues were found with gender mainstreaming and community engagement strands of work and the design neither included an exit strategy to catalyze wider change nor a theory of change. The latter, while not a requirement at the time of design but shortly thereafter, could have been beneficial to visualize the key impact pathways for more informed decision-making and resource allocation. The resulting problems manifest in weak results-based work planning, a disproportionately high monitoring burden when compared to the M&E plan and budget and associated challenges of evaluation.
122. To be clear, the MTR **does not** recommend remediating the SRF although an assessment was undertaken consistent with MTR guidelines. The recommendations made in Annex K do however recommend "discontinuing" a number of indicators based on prioritization of work in 2022.

Note: No rating for Project Strategy is required for the Midterm Review

B. Progress Towards Results

123. The MTR consultant team is tasked to provide ratings on the Project's progress towards its objective and each outcome. The assessment of progress is based on data provided in the PIRs, supplemented by data provided in the capacity development scorecards, updates in QPRs and supplemented by the results of interviews with the Project stakeholders during the fact-finding stage. Apart from limitations in the quality of indicators, baselines and targets, assessment of progress was also sometimes hampered by shortcomings in project M&E, disjointed reporting, and available data.
124. To facilitate this assessment, and following UNDP/GEF guidance, the MTR team has prepared an analytical matrix to assess progress made by the Project towards achieving the intended results in Table 14 below. The matrix summarizes the progress towards the end-of-project targets for the project objective, and for each of the three project outcomes. The information which has been entered into the matrix enables an assessment of the level of achievement, at midterm, for each indicator that applies to the project objective and the project outcomes. Based on the assessment of the level of achievement, a rating has been assigned for each indicator. The ratings use a color-coded "traffic light" system to highlight the relevant cells of the matrix. The system is structured as follows:
 - a) **GREEN**: target has already been achieved;
 - b) **YELLOW**: target is partially achieved or on-track to be achieved by the end of the project; or
 - c) **RED**: target is at high risk of not being achieved by the end of the project and needs attention.
125. In order to adequately interpret the findings reflected in the "progress towards results" matrix, further detailed explanations are provided in the paragraphs and sections which follow the matrix.

Indicator Assessment Key:

Target already achieved	Target is partially achieved or on-track to be achieved by the end of the project	Target is at high risk of not being achieved by the end of the project and needs attention
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Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
Objective: To increase federal and state level capacity to execute CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation.						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
Natural forest of 4 forest blocks of CFS (Main Range Forest Complex, South-east Pahang Peat Swamp Forest, Greater Taman Negara complex, Endau-Rompin-Sedili complex)	4.5 million ha of PRF and National Park in CFS complexes	No net loss of forested area, with 95% remaining natural forest	No net loss of forested area, with 95% remaining natural forest	<p>The total area gazetted and in the process of gazettement within the Central Forest Spine ecological corridor until 2019 is 31,938.35 ha. It covers five (5) states:</p> <p>Johor = 438.12 ha Kedah = 4,398 ha Pahang = 7,675.94 ha Perak = 18,866 ha Terengganu = 432.40 ha Total = 31,810.46 ha</p> <p>In the process of gazettement: Pahang - 127.89 ha.</p> <p>Balance to be gazetted is 133,036 ha minus 31,938.35 ha = 101,097.65 ha</p> <p>CUMULATIVE PROGRESS SINCE PROJECT START: This target is off track.</p>	At high risk of not being achieved	<p>The total forest area for Peninsular Malaysia in 2015 was 5.78 Million ha. The total area in 2019 was 5.73 Million ha. Therefore, there has been a marginal decrease in the total forest area amounting to 0.05 million ha or a reduction of 0.9 %. The figures are based on the revision of the CFS Master Plan.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Project is resigned to the fact that this indicator is not achievable which is constraining the paradigm shift needed towards greater cooperation to arrest forest loss in the CFS; COVID-19 has put pressure on state

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Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
				<p>a) Slight decrease (0.88%) in the total forested area within Central Forest Spine landscapes.</p> <p>The total forest area for Peninsular Malaysia in 2015 was 5,758,165 ha. The total area in 2019 was 5,707,289 ha. Thus, the total forest area has experienced a slight reduction of 50,786 ha or a reduction of 0.88%. This is based on the revision of the CFS Master Plan under the National Physical Plan which is currently underway. Much of these losses are from the state land forests and not from permanent forest reserves.</p> <p>A total of 23,734.63 ha of state land have been gazetted as Permanent Reserved Forests in the IC-CFS target landscapes in Perak (18,866 ha) and Pahang (4,868.63 ha). Another 3,372.32 ha of state land have been approved by the state governments of Pahang (2,935.2 ha) and Johor (438.12 ha) for gazettement as PRFs.</p> <p>*Evidence C1 Gazettement records</p>		<p>budgets and on Economic Planning Units to balance budgets. Without the adoption and implementation of management plans and key Project tools like sustainable financing strategy, extracting resources will still be seen as tempting low-hanging fruit;</p> <ul style="list-style-type: none"> A stronger country and state level commitment to forest protection is required. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) Forestry Department Peninsular Malaysia;</p> <p>b) State Forestry Department (Perak, Pahang and Johor);</p> <p>c) State Economic Planning Unit (Perak, Pahang and Johor).</p>

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Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
Funds invested into CFS conservation (apart from GEF funds)	Currently mostly government or ad hoc NGO funding	CFS conservation fund receiving regular income through diverse sources	CFS conservation fund receiving regular income through diverse sources	<p>This reporting period has witnessed a diversification of funds contributed to the implementation of Central Forest Spine Initiative besides development budget allocations from federal and state governments, namely the crowd-sourcing Save Malaysian Tiger campaign launched by the Ministry of Energy and Natural Resources (formerly known as the Ministry of Water, Land and Natural Resources) on 29 July 2019. Sponsors to the campaign include corporates, NGO/association, educational institutions, government agencies and individual contributions.</p> <p>DEVELOPMENT EXPENDITURE (DE): State Government a) Selangor State Government = MYR 100,000 b) Negri Sembilan State Government = MYR 6,000 c) Johor State Government = MYR 50,000 PUBLIC CROWD-SOURCING: Save Our Malaysian Tiger Campaign (https://harimau.my/main-eng/) – a crowd-sourcing campaign launched by the Ministry of Energy and Natural Resources (formerly</p>	Partially achieved	<p>CFS conservation fund receiving <u>ad hoc</u> income through diverse sources but nonetheless on target with a high likelihood to be achieved.</p> <p>Progress as follows:</p> <ul style="list-style-type: none"> The government does seem committed to ensuring the CFS is protected and managed according to the CFS Master Plan. This is anchored to the priorities articulated in the 12MP; Government has provided financial support on an annual basis since 2010. Per approval letter from the Ministry of Energy and Natural Resources as well as the budget warrant to FDPM, funds are provided under the two 5-year Malaysian Development Plans (earmarked for 8 states under the national CFS initiative: Kedah Perk, Kelantan, Terengganu, Pahang, Negeri Sembilan Selangor and Johor) as follows: <ul style="list-style-type: none"> RMK10 (2011-2015) – RM 43.1 million;

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				<p>known as the Ministry of Water, Land and Natural Resources) = MYR 1,489,776 as of 31 March 2020. TOTAL = MYR 1,645,776</p> <p>CUMULATIVE PROGRESS SINCE PROJECT START: This target is achieved. a) CFS conservation fund has been receiving regular income through diverse sources. The Government provides regular budget to the national CFS project since its establishment in 2011. The government is committed to ensuring the CFS is protected and managed according to the CFS Master Plan 2010. In this regard, Government of Malaysia has provided financial support on an annual basis since 2010. The funds are provided according to activities under the two 5-year Malaysian Development plans (RMK) as follows, and it is meant for the 8 states in Peninsular Malaysia (Kedah Perk, Kelantan, Terengganu, Pahang, Negeri Sembilan Selangor and Johor) under the National CFS Project: • RMK10 (2011-2015) – MYR</p>		<ul style="list-style-type: none"> ○ RMK11 (2016-2020) – RM 53.5 million (received RM 22.5 million); ○ RMK12 (2021-2025) – RM 31 million (RM18 million allocated for 2021); <ul style="list-style-type: none"> • Against the backdrop of the COVID-19 and efforts to build back better, the GoM announce RM 70 million in the 2021 Budget as Ecological Fiscal Transfer (EFT) to the States encourage high transformative potential for the government to realize its long-term goal in environmental sustainability. <p>Persistent concerns:</p> <ul style="list-style-type: none"> • The MTR consultant team noted this indicator being partially on track as progress is detached from explicit efforts by the Project itself and whether or not the achievements would accrued anyway in its absence; • Increased investment is

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				43.1 million • RMK11 (2016-2020) – MYR 53.5 million (only received RM22.5 million as a planned viaduct could not be constructed) • RMK12 (2021-2025) – MYR 31 million (RM18 million for 2021) Apart from federal funded projects, the 3 priority states of Perak, Pahang and Johor have committed state funds for the conservation and management of the CFS in respective states. 1. Perak State Government Fund: MYR 130,000.00 2. Johor State Government Fund: MYR 50,000.00 Evidence C2 Evidence from Government system on RMK 10 RMK 11 and RMK 12 budget as well as the budget warrant PUBLIC CROWD-SOURCING: Save Our Malayan Tiger Campaign – a crowd-sourcing campaign to protect the Malayan Tiger launched by the Ministry of Energy and Natural Resources (formerly known as the Ministry of Water, Land and Natural Resources) amounted to RM1,516,047. Source https://harimau.my/main-eng/		<p>not yet strongly correlated with strengthened sustainable forest management, greater connectivity and biodiversity conservation;</p> <ul style="list-style-type: none"> There has been a recent announcement that the federal government has agreed to compensate states that maintain their forest reserves as water catchment areas and protect them against illegal logging, however the formula to determine the compensation payment is still being studied and highly unlikely to materialize within the next year.⁵² <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows</p>

⁵² This is based on the assumption that discussions on defining performance-based criteria for state parks have gone on since 2014 and have not been finalized two years after the conclusion of the UNDP-GEF Protected Area Financing Project and, that the formula for outcome-based budgeting under the IC-CFS project has not been finalized either. In Malaysia these decisions generally take a great deal of time and consultation.

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				The Government has also provided a budget of RM 4 million for 2021 to revise the CFS Master Plan. The revision is currently being undertaken by a team of experts engaged by the government.		<p>(Red: Low; Yellow: Moderate; Green: High):</p> <ul style="list-style-type: none"> a) Ministry of Finance; b) Economic Planning Unit; c) KeTSA; d) Perak State Government; e) Johor State Government; f) Pahang State Government.
Overall score of CFS Capacity Development Scorecard	12	17	At least 22 by project end	<p>No progress on this outcome indicator as the project is just reactivated upon confirmation of its conditional approval on 13 May 2020 from UNDP HQ. CFS capacity development scorecard will be updated after the project implementation is back on track with due consideration to post-COVID 19 effects and two months before the Mid-term review scheduled in March 2021.</p> <p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is off track/in progress.</p> <p>The CFS capacity development scorecard will be updated in preparation of the Mid-Term Review, which</p>	At high risk of not being achieved	<p>Scorecards were conducted at baseline and immediately prior to the onboarding of the MTR consultant team in August 2021. Results were not available for the 2021 PIR.</p> <p>At face value, the overall scores of the CFS capacity development scorecard has exceeded the end-of-project target by 145% and is an increase of 266% against the baseline. Individual scores as follows:</p> <p>FDPM = 42 / 45 (93%) KeTSA = 40 / 45 (88.9%) DWNP = 32 / 45 (71%) FRIM = 35 / 45 (78%) JPNJ = 24 / 45 (53%) JPNPk = 25 / 45 (58%) JPNPhg = 24 / 45 (53%)</p> <p>The results are suspect and</p>

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				is due to start in August 2021 and complete by December 2021.		<p>do not reflect that the Project was recently reactivated, has not undertaken the level of systematic capacity at federal and state level to warrant such an increase, and is not aligned to the outsourcing model observed by the MTR consultant team. Moreover, it was noted that the capacity development scorecard was undertaken in haste in advance of the MTR will no guidance from UNDP towards standardization.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Current scores cannot be used to gauge increased federal and state capacity to manage the CFSMP and should be repeated with the guidance of the UNDP Country Office and/or by an experienced consultant.
Outcome 1: Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystems and carbon stocks						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
• Number of technical input namely biodiversity, ecosystem services and carbon stocks	(Revised RF as results from IRR report): The main decision-making	3 scopes of technical inputs namely biodiversity, ecosystem services and carbon stocks	(Revised RF as results from IRR report): 3 scopes of technical input namely	Biodiversity Assessment and Monitoring Protocol in the CFS Landscape has been finalized and submitted to Publication Branch, Forest	At high risk of not being achieved	<ul style="list-style-type: none"> A biodiversity monitoring protocol has been developed by FRIM but this is not a decision-making tool in

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Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
<p>incorporated into the decision-making papers.</p> <ul style="list-style-type: none"> • Number of decision-making papers submitted for consideration at state/federal level. • Number of decision-making papers approved at state/federal level. • Database established to assist in decision making on CFS. (Revised RF as results from IRR report) 	<p>tools at the state level are:</p> <ul style="list-style-type: none"> * State Structural Plan, District Local Plan, Special Area Plan that has incorporated CFS ecological corridors; Executive Council (EXCO) papers whereby CFS ecological issues can be deliberated and incorporated. <p>*At the federal level the decision-making tools are: Decision making papers presented and deliberated at Cabinet, the National Physical Planning Council (NPPC) and the National Land Council (NLC). These tools require technical input.</p> <p>No "One Stop Center" (OSC) on biodiversity data to assist decision making on CFS. This OSC has</p>	<p>developed</p> <p>Design of "one stop centre" (OSC) for biodiversity, ecosystem services, carbon stocks, etc. developed</p>	<p>biodiversity, ecosystem services and carbon stocks incorporated into the decision-making papers.</p> <p>3 decision making papers submitted to the targeted state EXCOs/federal council/Cabinet.</p> <p>At least one decision making paper approved at state/federal level.</p> <p>A "one stop center" for biodiversity, ecosystem services, carbon stocks, etc. operationalized and used by relevant stakeholders. (Original: Environmental monitoring and management tools (developed under Outputs 1.1.1-1.1.4) are positioned for application in landscape management planning across the peninsula)</p>	<p>Research Institution Malaysia (FRIM) to acquire ISBN number by December 2020. Currently, comments from the editors has been received and very minimal comments need to be addressed. Once the editors endorsed the amended version, the draft will undergo typesetting process and ready to be printed with the ISBN number. The publication is expected to be published in December 2020. The protocol will be adopted at the federal and state levels because it is consisting 8 functional groups namely large mammals, small mammals, herpetofauna, freshwater fish, ants, dung beetle, butterfly and plant. This protocol will be translated to Malay language in order to assist local rangers for implementation. This protocol also will be used as one of the main references for capacity building program for the three respective state. One of the key points in the decision-making papers is to incorporate protocols for biodiversity, ecosystem services and carbon stocks.</p>		<p>itself (as per Output 1.1), but rather an input into a decision-making tool. Progress on ecosystem services and carbon stocks are stalled due to prolonged contracting and procurement;</p> <ul style="list-style-type: none"> • The progress noted by the PSU and the Project M&E Officer in the 2021 PIR, specifically "<i>the protocol for ecosystem services and carbon stocks are only expected to be completed by the end of 2021 as per key milestones of the project for 2021</i>" does not reflect observations made during the MTR; • During stakeholder consultations it was communicated to the MTR consultant team that the OSC would be launched in November 2021 and that a vendor named Alami Technologies was finalizing the code. In spite of repeated requests for a demonstration and for the Project to share a requirements document

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	<p>been procured but could not be operationalized due to the IRR.</p> <p>(Original: There are no effective mechanisms in place for incorporating biodiversity, ecosystem services and carbon stocks considerations into landscape management planning)</p>			<p>CUMULATIVE SINCE PROJECT START: This target off track. a) One scope namely the biodiversity protocol has been developed to be incorporated into decision making papers. b) The design of "one stop centre" (OSC) for biodiversity, ecosystem services, carbon stocks, etc. has been developed The protocol for ecosystem services and carbon stocks are only expected to be completed by the end of 2021 as per key milestones of the project for 2021. A technical expert will be engaged in Q3 2021 to carry out the assessment on potential tools for decision making. The expert will assess available biodiversity assessment tools used under IC-CFS project such as INVEST; TESSA, protocols to assess biodiversity, ecosystem services and carbon stocks as well as other available tools for consideration. The tools will be proposed in consultation with state governments and relevant stakeholders to assist them with future decision-making relating to these aspects of its forests and biodiversity.</p>		<p>/ conceptual model it took a month to arrange the former and the latter never materialized at all;</p> <ul style="list-style-type: none"> The OSC is just an empty shell and the intent is to start populating data until the end of the Project. <p>Persistent concerns:</p> <ul style="list-style-type: none"> The strategy communicated to the MTR consultant team is that the Project will not produce, submit and approve decision-making papers until all tools are ready. Given two of them are stuck in procurement, this strategy is unlikely to realize intended benefits and the entire approach ought to be reconsidered, perhaps focusing on what the biodiversity monitoring tool can deliver in the time remaining; Poor security and encryption of passwords on the release of the OSC shared with the MTR consultant team. <p>Recommendation(s):</p>

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				<p>Terms of Reference (ToR) for the technical expert has been finalised by FRIM. This activity is planned for Q3 2021 onwards where a decision-making paper will be prepared by the end of 2021. Evidence 1.1 ToR for the Technical Expert Evidence 1.3 Biodiversity Protocol The design of the One Stop Centre (OSC) has been developed. The design is currently being enhanced and updated. A Technical Committee has been set up in Forestry Department Peninsular Malaysia to drive the development of the OSC. Specifications of the OSC has been finalized and a vendor has been hired on 7 June 2021 to assist in the development of the OSC. The OSC design is expected to be completed by end of 2021. Equipment involving computers and ArcGIS software license have been acquired in 2017 and 2018 with project support. These will be used to develop the OSC and store the required information. Evidence 1.2 Appointment of Technical Expert and ToR with the Evidence on Design of OSC.</p>		<ul style="list-style-type: none"> Hone efforts and focus exclusively on the biodiversity tools and proceed with a decision-making paper(s) for biodiversity; The current strategy for the OSC will not benefit the Project towards the development of decision-making papers as intended by its original intent and the Project's design. If deemed important this should be taken forward and completed using government funds and not GEFTF resources. The 2022 AWP should be amended to remove any activities contributing to the OSC as this investment is neither an effective nor efficient use of resources. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows</p>

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						<p>(Red: Low; Yellow: Moderate; Green: High):</p> <p>a) Forest Research Institute Malaysia (FRIM)</p> <p>b) State Economic Planning Unit(s) (Perak, Pahang, Johor)</p> <p>c) FDPM</p> <p>d) DWNP</p> <p>e) PLAN Malaysia</p>
Number of tool(s) to monitor biodiversity, ecosystem services, carbon stocks, etc. developed and used by federal and state agencies and stakeholders. (Revised RF as results from IRR report)	<p>(Revised RF as results from IRR report): - A tool "A Common Vision on Biodiversity" is available, covering large mammal monitoring, flora monitoring, ecosystem services valuation tools, carbon stock monitoring tools. This has yet to be used as a monitoring tool.</p> <p>Baseline data acquired from monitoring will be channeled into OSC database</p> <p>(Original: National</p>	One tool for monitoring of biodiversity, ecosystem services and/or carbon stocks developed.	<p>Revised RF as results from IRR report): - One tool for monitoring of biodiversity, ecosystem services and carbon stocks developed, piloted and adopted by federal and state technical agencies and stakeholders. (Original: National CFS steering committee is fully trained in the application of the tools (developed under Outputs 1.1.1-1.1.4) for supervision of state level landscape management planning and monitoring of compliance to</p>	No progress on this outcome indicator as the project is just reactivated upon confirmation of its conditional approval on 13 May 2020 from UNDP HQ. The Biodiversity Assessment and Monitoring Protocol in the CFS Landscape has been finalized and submitted to Publication Branch, Forest Research Institution Malaysia (FRIM) to acquire ISBN number. The protocol will be adopted at the federal and state levels and translated to Malay language in order to assist local rangers for implementation. It will be used as one of the main references for capacity building program for the three respective state.	Partially achieved	<ul style="list-style-type: none"> The Biodiversity Monitoring Protocol in the CFS Landscape has been finalized and awaiting ISBN number before its publishing. The progress noted by the PSU and the Project M&E Officer in the 2021 PIR, specifically "monitoring protocols for ecosystems services and carbon stocks are being developed and shall be finalized by Q4 2021" does not reflect observations made during the MTR. <p>Persistent concerns:</p> <ul style="list-style-type: none"> The intent was for these protocols to be used as one of the main references inputs

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	CFS steering committee has little knowledge on applications of environmental considerations in landscape management planning and monitoring)		CFSMP)	CUMULATIVE PROGRESS SINCE PROJECT START: This target is on track. One tool for monitoring of biodiversity has been developed for federal and state technical agencies and stakeholders. The Biodiversity Monitoring Protocols in the CFS Landscape has been developed. Monitoring Protocols for ecosystems services and carbon stocks are being developed and will be finalized by Q4 2021. These protocols are being used as one of the main references for a capacity building programme for the three respective states namely Perak, Pahang and Johor. To date, four online Biodiversity Monitoring Protocol training workshops have been conducted on 20 April, 25 May, 8 June and 29 June 2021 with participation from 49, 26, 28 and 26 participants respectively. Participants were from FDPM, DWNP and State Forestry Departments of Pahang, Perak and Johor. Field training will be conducted once the movement restrictions under Movement Control Order (MCO) are eased. The		towards a standard capacity building programme (Output 2.3.3) for the three respective states, but this has not yet taken shape. Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High): a) Forest Research Institute Malaysia (FRIM)

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				protocol will be translated to Malay language in order to assist local rangers in their implementation. Evidence 1.3 Biodiversity Protocol		
Outcome 1.2: Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest landscapes to ensure reduction of wildlife and forestry crime						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
<p>Tiger populations increase in the CFS landscape</p> <p>Percentage of recorded wildlife and forestry crime cases that are compounded, prosecuted and convicted in court.</p> <p>Percentage of enforcement staff doing actual enforcement work.</p>	The percentage of enforcement staff doing actual enforcement work in Malaysia is currently unknown.	<p>Tiger population in CFS landscape remains unchanged</p> <p>At least 50% of the enforcement staff's time is allocated for enforcement work.</p> <p>Compliance with job scope (Senarai Tugas) of enforcement staff.</p> <p>At least 15% of recorded wildlife and forestry crime cases are prosecuted in court and given the legally stated penalties.</p>	<p>Tiger population in CFS landscape increased by at least 20%</p> <p>At least 30% of recorded wildlife crime cases are prosecuted in court and given the legally stated penalties.</p> <p>The percentage of enforcement staff doing enforcement work in the landscape is known.</p> <p>The job scope (Senarai Tugas) of these enforcement staff is complied with.</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p> <p>a) Tiger population in CFS landscape remains unchanged.</p> <p>b) More than 15% of recorded wildlife and forestry crime cases have been prosecuted in court and given the legally stated penalties.</p> <p>c) The percentage of enforcement staff doing enforcement work in the landscape is available. The job scope (Senarai Tugas) of enforcement staff is complied with.</p> <p>Changes in the current tiger populations is not determined yet and is awaiting the 2nd National Tiger Survey that is being conducted. The 1st National Tiger Survey (NTS) (2016 – 2020) has covered about</p>	Partially achieved	<p>Indicator 1: It is not possible for the MTR to assess progress on changes in the current tiger populations due to the missing baseline. Data on the current population estimates from the recently completed 2nd National Tiger Survey was not shared with the MTR consultant team as figures are closely guarded. Anecdotal evidence from stakeholder consultations suggest a decreasing trend and the results from 1st National Tiger Survey (2016-2020) shows a considerable decrease in Malayan Tiger population.</p> <p>Note: Indicators 2-4 below were added following IRR to compensate for missing baseline and metrics in the tiger numbers.</p> <p>Indicator 2: There has</p>

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				<p>44,000 km² of forested area in the Central Forest Spine landscape. Results show that less than 200 individuals of wild tiger are found in Peninsular Malaysia. UNDP clarified that tiger population are no longer part of the indicator as the project has revised the Strategic Result Framework and project indicators and targets with inputs from the Adaptive Management Advisory Panel. (Source: PMU 1/2021 meeting minute). A Malaysia Tiger Crisis Action Plan has been completed by WWF in collaboration with DWNP. The Ministry of Energy and Natural Resources has indicated that drastic measures will be taken to address to enhance the population of tigers in the country.</p> <p>The percentage of wildlife crime cases prosecuted in court recorded by the Department of Wildlife and National Parks (DWNP) is as follows:</p> <p>1) Year 2019 – 63% 2) Year 2020 – 44.44% (Most trials postponed to Year 2021 due to COVID-19)</p>		<p>been an average 45% prosecution rate based on 2019 – 2020 court data recorded by the DWNP, recognizing a decline in 2021 due to COVID-19.</p> <p>Indicator 3: While the SMART Patrol Database Report from Jan - May 2021 shows that the number of enforcement staff conducting enforcement work was solid (Perak = 77.9% Pahang – 83.5 %, 3) Johor – 70.5%), the data is reflective of the situation within the DWNP and not FDPM. The MTR noted that SMART patrolling had not been institutionalized within the forestry department and that prerequisites for effective SMART patrols, such as empowerment under the Wildlife Act, had not taken root.</p> <p>Indicator 4: The Project notes that job descriptions are standardized. This is a poor indicator that is not SMART and is not telling of the level of internal compliance.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Unless SMART patrolling is

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				<p>pandemic/Movement Control Order in Year 2020)</p> <p>3) Year 2021 (Jan – May) – 28%</p> <p>For Forestry Crime, prosecuted and compounded cases for 2020 is 47% as follows: Prosecuted cases = 31 (7%) Total compound cases = 178 (40%) Not able to proceed =42(9%) Others (in investigation) =164 (42%) Total cases=437 To support and enhance enforcement, capacity building programmes being planned for Year 2021 includes investigation, prosecution, and Open-Source Intelligence Training (OSINT). The OSINT training will be conducted virtually in Q3 2020 if the Movement Control Order is extended.</p> <p>Evidence 2.3 Meeting minutes on proposed OSINT Training</p> <p>The percentage of staff doing enforcement work (on the ground) in the landscape were generated from Spatial Monitoring and Reporting Tool (SMART) database: Year 2020</p>		<p>institutionalized, there is a high risk of not achieving the Outcome because the Project has not sufficiently undertaken the requisite enforcement from a forestry perspective as per the vision and design of the Project, which requires unprecedented collaboration with other agencies. Some state forestry departments, such as in Perak, are making more progress towards the systemic changes required than others;</p> <ul style="list-style-type: none"> There will be a need for flexibility in modifying job descriptions to encompass the enhanced capacities and best practices developed under the Project, including the SOPs on animal handling and prosecution. <p>Opportunities:</p> <ul style="list-style-type: none"> Wildlife Conservation (Amendment) Bill 2021 will see heavier penalties meted out against wildlife offenders;

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				<p>1) Perak – 67.8 %, 2) Pahang – 64.7 %, 3) Johor – 66.13 % Year 2021 (Jan – May) 2) Perak – 77.9 %, 2) Pahang – 83.5 %, 3) Johor – 70.5%</p> <p>Evidence 2.1: Smart Patrol Database Report Evidence 2.1 The percentage of enforcement staff doing enforcement work according to SMART Patrol Database Evidence 2.1 Malaysian Tiger Crisis Action Plan</p> <p>The job scopes of the enforcement staff (rangers) focus on enforcement activities on the ground. However, it also involves other tasks such as handling human-wildlife conflict, wildlife monitoring, and also reporting and administrative work which need to be undertaken at the office. The job scope for respective district and states are fixed, changes might occur subject to unforeseen circumstances. The achievements of the enforcement staff are monitored and evaluated during middle and end of the year to ensure that the job</p>		<ul style="list-style-type: none"> Although arrests and seizures do not always result in successful convictions, recent court data on wildlife crimes indicates that judges have been increasingly imposing heavier penalties when convictions are secured. There is a need to sensitize members the judiciary. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) DWNP b) FDPM</p>

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				scope has been complied with. Evidence 2.2 Job Description of Wildlife Ranger		
<ul style="list-style-type: none"> Number of state forestry officers and state park officers empowered to enforce the Wildlife Conservation Act 2010. Number of state forestry officers and state park officers involved in integrated enforcement activities. 	<p>There is provision under the WCA 2010 to delegate enforcement powers to other agencies. So far, no forestry and state park officers have been delegated such powers.</p> <p>Integrated patrolling has been undertaken under various programmes including MBEON, Ops Khazanah and to be undertaken under the proposed Tiger Protection and Patrolling Programme (TP3).</p> <p>In a proactive move through the initiative of KATS, the Royal</p>	<p>List of powers under WCA 2010 to be delegated to state forestry officers and state park officers agreed by DWNP</p> <p>At least five forestry officers and state park officers involved in three integrated enforcement activities annually (One per target site).</p>	<p>(Revised) At least five state forestry officers and state park officers are delegated powers under the WCA 2010 in each targeted state.</p> <p>At least ten forestry officers and state park officers involved in six integrated enforcement activities annually (Two per target site).</p> <p>(Original: At least 70% of recorded wildlife crime cases are prosecuted in court and given the legally stated penalty)</p>	<p>CUMMULATIVE PROGRESS SINCE PROJECT START: This target is on track. a) The List of powers under Wildlife Conservation Act (WCA) 2010 to be delegated to state forestry officers and state park officers has been agreed by DWNP. b) More than ten forestry officers and state park officers have been involved in more than three integrated enforcement activities annually. DWNP is liaising with Forestry Department Peninsular Malaysia, Perak State Park Corporation (PSPC) and Johor National Park Corporation (JNPC) on empowering State Federal Department and state park officers to enforce the Wildlife Conservation Act (WCA) 2010. A meeting was conducted on 25 March 2021 by all involved in discussing this issue. Currently, DWNP has agreed to the empowerment of officers</p>	Partially achieved	<p>Indicator 1 & 2: As of 28 October 2021, in Perak and Johor, 2 State Forestry Officers and 3 Perak State Park officers have been nominated for delegated powers under the WCA 2010; an important prerequisite for implementing SMART patrol. No forestry officers in either Pahang⁵³ have been nominated or empowered under the WCA 2010. Currently, Johor State Forestry has identified the roles that will be empowered but not the specific officers. The plan was to identify specific individuals by the end of 2021 and commence training in early 2022, which will include SOPs on powers related to arrest, search, investigation and seizure and animal handling, as well as Open-</p>

⁵³ PERHILITAN is undertaking SMART patrolling under OBK (Operasi Bersepadu Khazanah) with veterans and local Orang Asli communities as part of the VetOA programme in Taman Negara (Pahang).

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	<p>Malaysia Police RMP has assigned 800 police to assist KATS patrolling the CFS landscape that was launched by the Inspector General of Police IGP in September 2019.</p> <p>The necessary consultations and inputs undertaken to delegate wildlife and state park officers with enforcement powers under the NFA.</p> <p>(Original: Between 2011 and 2012, just 13% of cases recorded by DWNP were prosecuted in court)</p>			<p>from the respective agencies. The empowerment will involve powers related to arrest, search and seizure. The SOPs are currently being finalised. Evidence 2.4: Workshop Report and DWNP decision DWNP is leading the on-going integrated enforcement operation called Operasi Bersepadu Khazanah (OBK). The OBK is undertaken to combat poaching, encroachment, illegal logging and other unauthorized activities with the aim of protecting forest and wildlife including the Malayan Tiger. The OBK involves DWNP, Royal Malaysian Army (18th Battalion), Forestry Department Peninsular Malaysia (FDPM), State Parks, veterans (ex-army personnel), Orang Asli (indigenous people in Peninsular Malaysia) as well as NGOs (WCS, Pelindung, MyCat, RIMBA, WWF). In 2020, a total of 20 OBK operations were conducted in all 8 CFS states. In January – June 2021, a total of 6 OBK operations were conducted in 7 CFS states. In the 2020 OBK, it was reported that 76 Investigations paper was</p>		<p>Source Intelligence Training.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) DWNP b) State Forestry Johor c) State Forestry Pahang d) State Forestry Perak</p>

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				prepared, 672 snares were destroyed, 143 illegal camps were detected and 140 poachers were caught. Evidence 2.5 OBK Report		
<p>Number of community rangers appointed by administration/legal means in targeted landscape.</p> <p>Number of communities effectively undertake wildlife monitoring and enforcement activities in targeted landscapes.</p> <p>WildFriend Programme developed for implementation in the CFS landscape.</p>	<p>There is no community-based wildlife monitoring and enforcement programme at national and state level in Peninsular Malaysia. However, a semblance of community rangers under WCS, WWF, MyCAT exist in Endau-Rompin, Belum-Temengor and Sg. Yu. The WildFriend programme involving several NGOs to assist DWNP was initiated under the project but became inactive due to the IRR.</p> <p>There is a provision in the National Policy on Biological Diversity (NPBD) (2016-2025) under Action</p>	<p>At least five community rangers appointed by administration/legal means in targeted landscape.</p> <p>One community effectively undertake wildlife monitoring and enforcement in targeted landscape.</p> <p>One WildFriend programme developed At One target state.</p>	<p>At least ten community rangers appointed by administration/legal means in targeted landscape. Three communities effectively undertake wildlife monitoring and enforcement in targeted landscape. One WildFriend programme operationalized At One target state.</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START: The target is on track. a) A total of 15 community rangers have been appointed by administration/legal means in targeted landscape. b) More than one community effectively undertake wildlife monitoring and enforcement in targeted landscape c) One WildFriend programme has been developed at one target state</p> <p>A total of 15 community rangers (5 for each state namely Pahang, Perak and Johor) have been identified and hired in targeted landscape to undertake wildlife monitoring and participate in enforcement patrolling.</p> <p>Appointment letter for managing community rangers were issued to Malaysian Conservation Alliance for Tigers (MYCAT) for Pahang, World Wide Fund (WWF) for Perak and DWNP Johor. The</p>	Target Achieved	<p>With a total of 13 local community rangers currently deployed (originally 5 per state) to undertake wildlife monitoring and participate in enforcement patrolling, most sub-activities and the corresponding relevant indicators under this output are being realized.</p> <p>The following however, are notable shortcomings and risks threatening sustainability:</p> <ul style="list-style-type: none"> While local community rangers were onboarded in March 2021, requisite training and equipment was not provided until Q3 of 2021 (in some cases 8 months after patrolling activities started) and training was provided by host organizations as opposed to the Project as envisaged; As a result of poor business model and delayed salaries due to contract modality disputes between the

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	15.4b to empower IPLC.			<p>programme started in March 2021.</p> <p>Community rangers recorded and provided signs of illegal camp sites and traces of old snares to DWNP. Information such as entering protected area and forest reserve illegally were directly passed to the district forestry and wildlife officers for immediate action. Community rangers also submitted wildlife monitoring reports consisting evidence of presence of totally protected and protected species such as Malayan Tiger, Leopard, Malayan Tapir, Gaur, Asian Elephant and Sambar Deer.</p> <p>Evidence 2.6 Appointment letters of Community Rangers and patrolling reports for Johor, Pahang and Perak</p> <p>The WildFriends programme is a recent voluntary programme under DWNP that involves selected NGOs and related agencies interested in supporting efforts in conservation and protection of wildlife. It also increases awareness and provides a positive</p>		<p>IA, IP and PELINDUNG (the CSO sub-contracted for training and support to the LCR sub-agencies), 2 local community rangers have dropped out of the programme altogether due to uncertain cash flow;</p> <ul style="list-style-type: none"> Local community ranger programme is not happening at a scale that can realistically contribute to the objective, however, plans to absorb the LCR under the VetOA programme, and indications from DWNP that the VetOA programme will be expanded in 2022 may mitigate sustainability risks; Local NGOs managing the local community rangers are being asked to collect data for which the purpose has not been fully been explained by the DWNP and meeting requests by one of the NGOs with the PSU to raise concerns have not been followed up; Clear relationship issues between the

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				<p>collaboration of government and NGOs in wildlife protection. A pilot WildFriends programme has been developed and is scheduled to be conducted in Sg Yu ecological corridor in Pahang. The Wildfriends logo has been finalised.</p> <p>The launching of this activity has been delayed because of the current country wide lockdown due to the COVID-19 pandemic.</p> <p>Evidence 2.7 : WildFriend proposal and programme</p>		<p>NGOs managing the local community rangers have not generated a favourable enabling environment;</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Based on conversations with NGOs, the WildFriend programme is obsolete, no longer relevant and not happening per the original design; Parallel awareness activities that were to be undertaken by PELINDUNG to target Orang Asli and plantation workers will not happen because of delayed payments, insufficient liquidity and an expectation for the NGO to front expenses which would require it to take out a loan. It is recommended to delete posters and the short video envisaged by PELINDUNG; Going forward allow local community ranger programme to be absorbed by DWNP as part of VetOA initiative. <p>Based on progress observed towards the</p>

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						<p>realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) DWNP</p> <p>b) UNDP⁵⁴</p>
<p>Number of decision-making papers prepared and submitted for a common data sharing platform related to wildlife and forestry crime at federal level.</p> <p>Existence of common patrolling system in the target states developed and implemented</p> <p>Number of SOP(s) related to arresting, handling of seized item, investigation and prosecution for state parks developed</p> <p>Existence of Intelligence technology applied in piloted sites.</p>	<p>SMART patrolling is being used by selected stakeholders and only in the 3 priority tiger sites.</p> <p>DWNP has established the Intelligence and Tactical Centre for Wildlife Crime (INTAC) to analyze the intelligence data that has been collected.</p> <p>SOP(s) related to investigation and prosecution has been developed by Forestry and</p>	<p>One decision-making paper prepared for a common data sharing.</p> <p>One state identified to pilot SMART based patrolling and SMART patrolling training of staff conducted</p> <p>At least four SOP(s) related to arresting, handling of seized item, investigation and prosecution for state parks developed.</p> <p>Assessment of different types of</p>	<p>One decision making paper prepared and submitted for a common data sharing platform related to wildlife and forestry crime at federal level.</p> <p>SMART based patrolling system is developed, adopted, implemented and shared by DWNP, state forestry, state parks and other related stakeholders at target states.</p> <p>At least four SOP(s) related to arresting, handling of seized item, investigation and prosecution for</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START: This target is on track. a) One decision-making paper initiated for a common data sharing. b) One state has been identified to pilot SMART based patrolling and SMART patrolling training of staff has been conducted. c) The development of four SOP(s) related to arresting, handling of seized item, investigation and prosecution for state parks completed as planned. d) Assessment of different types of intelligence technologies has been undertaken and the type of technology to be identified and procured. A Task Force has been set up with members from FDP, and</p>	Partially achieved	<p>Indicator 1: No decision-making paper has been developed by the Project and only the biodiversity monitoring protocol is likely to be used as an input (to compliment other existing tools and data sets not developed under the IC-CFS project).</p> <p>Indicator 2: Only DWNP has adopted SMART patrolling (forestry department in Perak has piloted it) and therefore, it has not been fully integrated with FDP at an institutional level as a common patrolling system per the requisite indicator. A common patrolling system requires a shared data</p>

⁵⁴ While UNDP is not a responsible partner per se, it does bear responsibility for some of the shortcomings and risks to sustainability and to the core business model which have emerged. Delayed payments and protracted disagreement over contracting modality used by the DWNP, in spite of due diligence through HACT and micro-assessments, as well as insufficient guidance provided at the outset on holdback requirements has led to issues whereby the best course of action is to scale down this output in hopes it can be scaled up by other partners, such as the DWNP through the VetOA programme.

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	Wildlife Department. There is no SOP related to investigation and prosecution for State parks.	intelligence technologies undertaken and the type of technology to be identified and procured.	state parks developed. The different types of intelligence technology identified, piloted and assessed at sites including real-time surveillance system.	Forestry Department Perak and DWNP to address the data sharing. Common data model to share wildlife and forestry crime under SMART Patrolling has been developed. Decision making paper may not be necessary, Suffice a letter reflecting agreement to share data between Forestry Department and DWNP as agreed in the PSC 1/21. SMART patrol system is also used in Operasi Bersepadu Khazanah (OBK) which involves various stakeholders as mentioned previously. In line with the decision by the project to implement the SMART Patrol system in Perak, the State Forestry Department is currently in the process of adopting the system for implementation. A training and demonstration on SMART patrolling to set up data model for FDPM has been carried out at Taiping, Perak on 15 – 18 March 2021. The piloting of the integrated SMART Patrol is expected to be undertaken in August 2021. This is a key milestone of 2021 for the Project under its conditional approval for extension. Evidence 2.8 Workshop		<p>platform which has yet to materialize under the Project and per the PIR was to be completed in July 2021. Ad hoc SMART patrolling system training to FDPM undertaken and Perak State Forest Department is likely to be the first adopter as it is exploring an implementation system and broader institutionalization.</p> <p>Indicator 3: The IC-CFS project is leveraging a range of SOPs:</p> <ul style="list-style-type: none"> Johor National Parks Corporation developed 3 enforcement SOPs in 2020 on general enforcement, investigation, and compound and assessing how to best implement the SOPs within their operations; Perak State Park Corporation developed 4 enforcement SOPs in 2020 on arresting, investigation, handling of seized items, and handling of arrested suspects which have been submitted to DWNP for final review for alignment with its SOPs, before

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				<p>Report, Data Module and Task Force Report and PSC meeting minute SOP(s) related to arresting, handling of seized item, investigation and prosecution for state parks target has been achieved. Johor National Parks Corporation (JNPC) developed 3 enforcement SOPs in 2020 (below) and is undertaking assessment to implement them: (1) General Enforcement (2) Investigation (3) Compound</p> <p>Two trainings will be conducted in Q3 2021 by JNPC: 1. Training on the 3 enforcement SOPs developed in 2020. 2. Training for Wildlife/Forestry case handling. Perak State Park Corporation has developed 4 enforcement SOPs in 2020 (1) Arresting (2) Investigation (3) Handling of seized item (4) Handling of Arrested suspect These SOPs were submitted to DWNP for final review (to align with DWNP's enforcement SOP) in Q2 2021 before being submitted to the State Government for approval. Prosecution SOP was not developed by both JNPC and PSPC as prosecutions are not carried out by these enforcement</p>		<p>submitting the SOPs to the State Government for approval;</p> <ul style="list-style-type: none"> Prosecution SOP was not developed by either JNPC or PSPC because prosecution is not carried out by either entity as cases are prosecuted in court by Deputy Public Prosecutor from respective state governments. <p>Indicator 4: DWNP organized a meeting on 21 May 2021 and compiled a list of surveillance and intelligence equipment to be procured in 2021 and integrated into its operations, including i) GPS trackers; ii) SMART patrol field devices; iii) Intelligence activity recorder; and iv) DJI MAVIC drone.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> NGOs supporting monitoring efforts were given a new data collection form with additional variables but without explanation and comprehensive guidance on the relevancy and understanding of where

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				<p>agencies. Cases under JNPC and PSPC are prosecuted in court by Deputy Public Prosecutor from respective state governments. Evidence 2.9: All State Park SOPs PERHILITAN organized a meeting on 21 May 2021 and decided on a list of surveillance and intelligence equipment to be procured in 2021 under this output: 1. GPS tracker 2. SMART Patrol field devices 3. Recorder for Intelligence 4. DJI MAVIC drone This equipment is expected to enhance surveillance capacity and strengthen enforcement to reduce wildlife crimes. The intelligence equipment enables the enforcement officer to trace and study the suspects travel pattern remotely/ from far and safe distance. The intelligence data gathered will assist in the planning process of inspecting or raiding the area of interest. Evidence 2.10: Surveillance Equipment Proposal</p>		<p>the data is going and how it is being used;</p> <ul style="list-style-type: none"> Enhanced collaboration on SMART patrolling needs to be underpinned by a data sharing agreement. The DWNP wants to have integrated data but Forestry Department has a sensitive data sharing policy. <u>It is now more important to develop a common agreement on the data sharing before gathering some data.</u> There is no point to replicate the model of smart patrolling from the pilot state without the data sharing agreement; Data extraction and sharing from the field to DWNP is currently a cumbersome, highly manual and a multi-step process. Secure file transfer and data sharing platforms should be explored to enable smoother operations; <p>Opportunities:</p> <ul style="list-style-type: none"> Recent announcement of the creation of a Wildlife Crime Unit

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						<p>under the Royal Malaysia Police will allow for a streamlining of information, effective monitoring of wildlife networks including online trade, data collection and crime analysis, adequate training on intelligence sharing as well as support for wildlife officers in states across Malaysia;</p> <ul style="list-style-type: none"> • There is opportunity for collaboration, pollination within the region. The IC-CFS project could connect with other initiatives to look at solid examples within the region of the benefits of real-time data driven decision-making and data sharing such as successes realized under the UNDP-GEF project "<i>Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes</i>" in Indonesia. <p>Based on progress observed towards the realization of this indicator, the MTR</p>

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						<p>consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>Indicator 1: a) FDPM</p> <p>Indicator 2: a) DWNP b) FDPM c) State Forestry Department Perak d) State Forestry Department Pahang e) State Forestry Department Johor</p> <p>Indicator 3: a) DWNP b) JNPC c) PSPC</p> <p>Indicator 4: a) DWNP</p>
<p>Existence of a systematic capacity building programme related to monitor biodiversity, ecosystem services and carbon stocks at the targeted CFS landscapes.</p> <p>Existence of skilled officers in wildlife and</p>	No systematic capacity building programme related to monitoring of biodiversity, ecosystem services and carbon stocks at CFS available.	A systematic capacity building programme related to either monitoring of biodiversity, ecosystem services or carbon stocks developed for targeted CFS landscapes	A systematic capacity building programme related to monitoring of biodiversity, ecosystem services and carbon stocks developed and implemented at targeted CFS landscapes .	<p>CUMULATIVE SINCE PROJECT START: This target is on track. a) A systematic capacity building programme related to monitoring of biodiversity has been implemented for targeted CFS landscapes. b) DWNP and Forestry Department are capacity built for wildlife and forestry</p>	At high risk of not being achieved	<p>The MTR consultant team disagrees with any suggestion of the existence of "systematic capacity building" on the level envisioned in the Project design. While there are certainly one-off trainings, these are neither part of a broader strategy nor at the level of ambition to realize</p>

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forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels.	<p>No technical input namely biodiversity, ecosystem services and carbon stocks incorporated into state or federal decision-making papers for proposed development in the CFS corridors.</p> <p>DWNP and Forestry Department lack technical and analytical skills for wildlife and forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels.</p> <p>Frequent transfers in the civil service results in ineffective enforcement at state level.</p>	DWNP and Forestry Department are capacity built for wildlife and forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels.	DWNP and Forestry Department are capacity built for wildlife and forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels.	<p>crime monitoring, intelligence, investigation and prosecution at federal and state levels.</p> <p>Four (4) online Biodiversity Monitoring Protocol training workshops have been conducted on 20 April, 25 May, 8 June and 29 June 2021 with participation from 49, 26, 28 and 28 participants respectively. Participants were from FDPM, DWNP and State Forestry Departments of Pahang, Perak and Johor. The training covered various modules which are Ant, Dung Beetles, Herpetofauna, small Mammals, large mammals and butterfly.</p> <p>Inputs from the protocols are being extracted and translated in Malay language as training modules.</p> <p>These capacity building activities will also include protocols on ecosystem services and carbon stocks. Additional field training will be conducted when the MCO is eased.</p> <p>25 officers from FDPM attended training on forestry intelligence on 21 September</p>		<p>the Development Objective.</p> <p>Indicator 1: Only training on biodiversity monitoring has been conducted but the MTR has not seen evidence of a repeatable module developed and supporting learning tools that can be integrated into a standardized training programme (Output 2.3.3).</p> <p>Indicator 2: The benefits from any training can only lead to skilled officers when those skills are consolidated and put into practice (i.e., learning by doing). Given the absence of a standard training program and that collaborative patrolling and institutionalization of SMART patrolling within the FDPM have yet to take root, progress on indicators fall short of the requisite ambition. Furthermore, a list of equipment needed to effectively undertake the Capacity Building programme has been identified by FRIM. Procurement process for the equipment has been initiated.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> The prevailing business

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				<p>- 10 November 2020 in Bentong, Pahang. Another 25 officers attended Forestry investigation, prosecution and forensic training on 5 – 9 October 2020 in Port Dickson</p> <p>OSINT (Open-Source Intelligence) training will be conducted in September 2021; virtually if MCO extended or physically if MCO lifted. Other planned capacity building activities such as intelligence and prosecution training must be held physically and will be conducted when the MCO is lifted.</p>		<p>model for the Project has been to outsource key outputs to either consulting firms or to NGOs as opposed to building capacity in-house;</p> <ul style="list-style-type: none"> Even if a systematic capacity building emerges it is coming relatively late in the project cycle and with 2 years remaining is unlikely to yield the benefits per the original scope and design. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) FRIM b) DWNP c) FDPM</p>
Outcome 2.1: Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape						
Number of CFS management plans that incorporate biodiversity, ecosystem services, carbon stocks, and monitoring protocols.	(Revised) CFS Master Plan exists but there is no CFS management plan at state, district or	One CFS management plan for targeted landscape drafted.	Three CFS management plans for each of the targeted landscapes incorporating protocols on	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p> <p>A draft management plan</p>	Target Achieved	<ul style="list-style-type: none"> A draft management plan has been finalized for the Panti-Ulu Sedili ecological corridor in Johor; Working draft of a

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	<p>landscape level.</p> <p>(Original: Currently only Belum-Temengor has an integrated landscape management plan, formed without the use of environmental monitoring and management planning tools)</p>		<p>biodiversity, ecosystem services, carbon stocks and monitoring.</p>	<p>has been developed for one (1) ecological corridor namely Panti-Ulu Sedili in Johor.</p> <p>The management plan is expected to be printed by Q4 2021. This is one of the key milestones for 2021. Major stakeholders are being consulted to finalise information on land use which has changed significantly. The plan will assist the State Government and other related stakeholders in the planning and management of the corridor taking into consideration biodiversity protection within the corridor for the period 2021 - 2030.</p> <p>The development of the Management Plan for Pahang (Sg Yu corridor) has been initiated. Management Plans for both Pahang and Perak (Belum-Temengor corridor) are due to be completed in 2022.</p> <p>Evidence 3.1 Draft Management Plan for Johor Ecological Corridor</p>		<p>management plan for the Sg Yu corridor in Pahang;</p> <ul style="list-style-type: none"> Outline of a management plan for Belum-Temengor corridor in Perak. <p>Persistent concerns:</p> <ul style="list-style-type: none"> Risk of developing and implementing the three management plans in isolation without connectivity between them and to relevant research studies and work being undertaken by consultants and NGOs (i.e., planting guide and the gazette plan); There should be greater inclusion of socio-economic baseline study and human wildlife conflict study data emerging from the Project within each management plan. <p>Opportunities:</p> <ul style="list-style-type: none"> There ought to be a more dedicated forum for this project to engage the forestry department. Right now there is just a yearly forum comprised of

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						<p>many projects. There should be a dedicated session for this project to engage Forestry and what needs to be done to build greater ownership of results and implement key deliverables.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) FRIM</p>
Outcome 2.2: Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices						
Number of hectares of degraded forest landscape planted with ARR methodology.	<p>Emissions of 1.49 million tC avoided due to the gazettement of 20,000 ha; 17,600tC/yr. due to ARR activities in 4,000 ha; tracking tool score of at least 10.</p> <p>At least 629 ha has been identified for</p>	At least 400 ha of degraded forest landscapes in line with ARR methodology, using a mix of native species, in accordance with current plans within the CFSMP rehabilitated.	At least 629 ha of degraded forest landscapes in line with ARR methodology, using a mix of native species, in accordance with current plans within the CFSMP rehabilitated.	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is achieved</p> <p>a) More than 400 ha of degraded forest landscapes in line with ARR methodology, using a mix of native species, in accordance with current plans within the CFS Master Plan has been rehabilitated</p>	Partially achieved	While rehabilitation work is indeed occurring, it is nowhere near to what the vision was in terms of targeted corridors within the landscape(s). Rehabilitation of degraded sites occurring in silos, and divorced from the potential beneficial synergies between existing consultancies (e.g., Wildlife food planting guideline and TOT for CEPA & Ecotourism).

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	rehabilitation after IRR. (Original: Baseline score is 6 out of a possible 11)			<p>The project has rehabilitated (including maintenance of reforestation efforts) degraded forest amounting to 609 ha across Perak (474 ha), Pahang (120 ha), and Johor (15 ha).</p> <p>Evidence 4.1 Report on Rehabilitation of Degraded Sites</p> <p>A CEPA Programme for Pahang, Perak and Johor has been drafted. The size and location is still being finalised. The programme will involve rehabilitation of degraded forests as well as awareness programme for the local communities on the importance of protecting the corridor and biodiversity. The TOR and activity specification have been prepared. The programme for Pahang scheduled for 25 June 2021, however, had to be postponed due to current country wide lockdown. It is now re-scheduled to be held when the lockdown eases.</p> <p>Evidence 4.2: CEPA Program for Pahang</p> <p>CEPA programme and rehabilitation of degraded sites in Perak using</p>		<p>Persistent concerns:</p> <ul style="list-style-type: none"> Persistence of insufficient focus on corridors as opposed to existing forest reserves under FDPM management; Insufficient understanding of ARR methodology during the field visit. <p>Opportunities:</p> <ul style="list-style-type: none"> Getting it right in Johor since only 15 ha have been rehabilitated to date, but the state appears to have the highest risk of fragmentation. There is a need to link rehabilitation efforts in Johor with the results of pending studies and an opportunity to leverage tiger data for data-driven decision making. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p>

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				<p>improved techniques (ARR) will be assessed by technical expert. The expert will be appointed in July 2021.</p> <p>An assessment of success of completed rehabilitation programme within the 609 ha of planted areas will be conducted by a selected technical resource person in Q3/Q4 2021. The assessment will identify issues related to effectiveness of the rehabilitation programme and recommend improvements to enhance future planting programmes.</p> <p>Evidence 4.3: ToR for Technical Expert on Assessment of Rehabilitation</p> <p>A technical expert has been engaged to develop wildlife food planting guide for the rehabilitation of degraded areas within the CFS landscape. Discussions have been undertaken. The technical assistance has not fully taken off due to the current lockdown.</p> <p>Evidence 4.4: ToR for Technical Expert on Wildlife Food Planting Guideline</p>		<p>f) FDPM</p> <p>g) State Forestry Department Perak</p> <p>h) State Forestry Department Pahang</p> <p>i) State Forestry Department Johor</p>

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Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
Number of hectares of corridor area gazetted.	<p>CFSMP has identified forested areas within the corridors to be gazetted.</p> <p>18,866 ha were gazetted in 2013 to utilise GoM fund for the development of Gerik Ecological Corridor, Perak.</p>	At least 20,000 ha of critical corridor areas identified and gazetted at the three targeted states.	At least 20,000 ha of critical corridor areas identified and gazetted at the three targeted states.	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is achieved.</p> <p>More than 20,000 ha of critical corridor areas identified and gazetted at the three targeted states.</p> <p>23,734.63 ha of State Land have been gazetted in the CFS targeted landscapes in Perak (18,866 ha) and Pahang (4,868.63ha). Another 3,372.32 ha of State Lands has been approved by the State governments of Pahang (2935.2) ha) and Johor (438.12 ha) for gazette ment.</p> <p>Evidence: Refer to Evidence C1</p> <p>FDPM will also assess the land use within all three ecological corridors under this project to further identify potential areas that could be gazetted as Permanent Forest Reserves. This will be undertaken by a technical expert through consultation with State Governments and major stakeholders. The technical expert is expected to be hired in July 2021. The</p>	Target achieved	<p>The achievement mid-term has exceeded the end-of-project target. A total of 23,734.63 ha has been gazetted for the CFS targeted landscape (Perak (18,866 ha) and Pahang (4,868.63 ha) and another 3,372.32 ha has been approved by the state governments of Pahang (2935.2 ha) and Johor (438.12 ha) for gazette ment, though not gazetted as of yet. A technical study is being carried out by Universiti Putra Malaysia to assess the land use of all the three ecological corridors to identify potential areas that could be gazetted as Forest Reserves.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Ensuring that local communities are willing participants and are engaged in any gazette ment of land into forest reserves. <p>Opportunities:</p> <ul style="list-style-type: none"> With the technical study by Universiti Putra Malaysia as an input, the Project has a rare opportunity to go well

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				<p>study is expected to complete by the end of 2021.</p> <p>Evidence 4.5: ToR for Technical Expert on Potential Gazettement</p>		<p>beyond the end-of-project targets which would certainly cement its legacy and the value added of the Project.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) FDPM b) State Economic Planning Units (Perak, Pahang, Johor) c) State Forestry Department (Perak, Pahang, Johor)</p>
Number of relevant ecological corridors mainstreamed and incorporated into the revised state structure plans and district local plans	CFSMP has identified 37 ecological corridors. Out of 37 ecological corridors, 23 ecological corridors are located in the 3 targeted landscapes. However, only a few of these ecological	At least 2 district local plans incorporate the relevant ecological corridors.	At least 3 district local plans incorporate the relevant ecological corridors.	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is achieved.</p> <p>Four (4) district local plans have incorporated the relevant ecological corridors.</p> <p>The ecological corridors - IC-CFS project sites have been included in the three State Structural Plans of Johor, Pahang and Perak. It has</p>	Target achieved	<p>As written, this target has been exceeded, although the corridors have not been gazetted, but are nonetheless still included in district plans.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Going from mainstreaming to actual conservation of the landscape corridors will require political will and a strong business

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	<p>corridors have been incorporated into the detailed land use plans e.g. State structure plans and district local plans.</p> <p>CFS is incorporated into state structure plans for the targeted landscapes as follows:</p> <ol style="list-style-type: none"> 1. Pahang State Structure Plan 2050 2. Draft Perak State Structure Plan 2040 3. Johor State Structure Plan 2030 <p>However, CFS is not incorporated in the district local plans for targeted landscapes:</p> <ol style="list-style-type: none"> 1. 5 district local plans in Perak (Hulu Perak 2030, Selama 2030, Larut Matang 2035, Kampar 			<p>also been included in four district plans namely:</p> <ul style="list-style-type: none"> • Johor (CFS2 PL1) (Kluang and Mersing) - Kluang District Local Plan 2020 and Mersing District Local Plan 2020 • Sg Yu corridor (CFS1 PL1)-Lipis District Local Plan 2020 • Temengor Belum (CFS1 PL2) - Local Plan Hulu Perak 2030 <p>Evidence 4.6: Structural and District Plans</p>		<p>case for their gazettelement; something that has not happened yet under the Project. This would be the value-added of the Project and ought to be the focus of the PMU.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <ol style="list-style-type: none"> a) State Economic Planning Unit (Perak, Pahang, Johor) b) State PLAN Malaysia c) District Offices d) State Forestry Department (Perak, Pahang, Johor) – true test of ownership will be the extent to which mainstreaming leads to hard gazettelement of those corridors included in the district plans. To date they have not.

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<p>2030, and Batang Padang 2030)</p> <p>2. 10 district local plans in Pahang (Maran 2008 - 2020, Kuantan 2015, Raub 2003-2015, Temerloh, Bera 2002 -2015, Pekan 2002 - 2015, Rompin 2002 - 2015, Lipis, Cameron Highlands 2003 - 2015, and Jerantut 2008 - 2020)</p> <p>3. 3 district local plans in Johor (Kluang 2020, Kota Tinggi, and Mersing 2008 - 2020)</p> <p>State structure plans and district local plans are gazetted documents for compliance by the state and district authorities. These documents have a lifespan and these have to be revised periodically.</p>						

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Outcome 2.3: The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict						
<ul style="list-style-type: none"> - Number of indigenous communities involved in livelihood related activities. - Indigenous people household income increase through participation in the project. 	<p>There is no baseline information on livelihood status of the IPLC in targeted landscapes. However, some livelihood related activities have been initiated in Taman Negara including:</p> <ul style="list-style-type: none"> - 40 local communities with green badge but none from the indigenous communities - There are 50 local communities boatmen but none from indigenous communities - There are 30 localized (mountain) guides including 5 from the indigenous communities - There are 10 	<ul style="list-style-type: none"> - At least 50 indigenous peoples involved in livelihood related projects in Taman Negara, Belum-Temengor and Endau-Rompin. - Household income survey of indigenous people initiated in the piloted projects to establish household income baseline. 	<ul style="list-style-type: none"> - At least 100 of indigenous peoples involved in livelihood related projects in Taman Negara, Belum-Temengor and Endau-Rompin. - An increase in household income of indigenous people involved by 10% in the piloted projects. 	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p> <p>a) 111 indigenous peoples are involved in livelihood related projects in Taman Negara, Belum-Temengor and Endau-Rompin</p> <p>b) Household income survey of indigenous people in the piloted projects to establish household income baseline has started.</p> <p>The employment of Orang Asli as community rangers have increased their livelihood income. JAKOA has reported that 111 Orang Asli have currently been appointed as Community Rangers.</p> <p>This project has engaged 15 Orang Asli as community rangers to undertake enforcement by patrolling ecological corridors and the CFS in Perak and Pahang also supports increase of household income.</p>	Partially achieved	<ul style="list-style-type: none"> • With 78 indigenous pax (18% women) involved in livelihood activities, the midterm target (50 indigenous peoples involved in livelihood related projects in Taman Negara, Belum-Temengor and Endau-Rompin) has been achieved; • A socio-economic study has been initiated, but is at risk of not providing baseline household income of indigenous people involved in the piloted livelihood projects in the 3 landscapes. <p>Persistent concerns:</p> <ul style="list-style-type: none"> • Systematic collection by all relevant agencies/ CSOs of household income at the beginning of activities, and continue monitoring changes at regular intervals; • To achieve outcome objective, recommend to strengthen linkages and synergies between

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	<p>restaurant operators from the local communities but none from the indigenous communities</p> <p>-There are 15 homestay operators from the local communities but none from the indigenous communities</p> <p>-There are 30 indigenous people trained as green badge guides but their licenses could not be renewed because there are no funds to undertake continuous training.</p> <p>-No local communities are involved in wildlife/aquaculture farming for reintroduction/restaurant.</p>			<p>Community livelihood activities to increase income of local communities such as Tualang honey harvesting, fish sanctuary, hiking and tracking, herb business, and fly fishing is being conducted in partnership with 2 NGOs namely Malaysian Nature Society and Malayan Rainforest Station, and government agencies. The work has just been initiated but currently affected by the COVID lockdown. Training activities have been planned in July 2021. MNS conducted a workshop on free and prior informed consent on 12 May 2021. Actual consultations will be done after the current lockdown. Equipment for honey collection have been procured.</p> <p>The assessment of household income of indigenous people and local communities has been initiated with the appointment of a technical expert. The study is expected to be completed by December 2021.</p>		<p>piloted livelihood projects and landscape management plans.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) DWNP</p>

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				<p>Evidence 5.1: ToR for Socio economic assessment.</p> <p>Source: https://www.jakoa.gov.my/majlis-perlantikan-dan-menandatangani-perjanjian-perkhidmatan-renjer-hidupan-liar-di-bawah-perlaksanaan</p> <p>Evidence 5.2: Appointment of Community Rangers</p>		
<p>- Data availability for economic loss due to HEC within the indigenous communities.</p> <p>- Existence of guideline for non-consumptive wildlife - tourism in HEC area.</p> <p>- Existence of non-consumptive wildlife tourism piloted in synergy with HEC.</p>	<p>In 2012, 49 elephant complaints were recorded in Belum-Temengor, 18 complaints were recorded in Endau-Rompin.</p> <p>No systematic monitoring of economic loss to local communities due to HEC.</p> <p>Belum and Taman Negara are designated release sites for translocated elephants from other conflict sites; and annually an average of 15 elephants are</p>	<p>- Baseline studies for economic losses due to HEC within the indigenous communities initiated</p> <p>- Scope of work to develop the guidelines for non-consumptive wildlife tourism in HEC area developed.</p> <p>- One target HEC site identified for non-consumptive wildlife tourism.</p>	<p>- Baseline for economic losses due to HEC within the indigenous communities is known.</p> <p>- A guideline developed for non-consumptive wildlife tourism in HEC area.</p> <p>Non-consumptive wildlife tourism in synergy with HEC is piloted in one target HEC site.</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p> <p>a) Baseline studies for economic losses due to HEC within the indigenous communities has initiated</p> <p>b) Scope of work for the guidelines for non-consumptive wildlife tourism in HEC area has been developed.</p> <p>c) One target HEC site has been identified for non-consumptive wildlife tourism.</p> <p>Baseline for economic losses due to HEC within the indigenous communities will be known by Q4 2021.</p>	Achieved	<ul style="list-style-type: none"> Baseline study for HEC initiated (Resources Stewardship); Guideline for non-consumptive wildlife tourism in CSF1-PL2 initiated and in progress; One target HEC site identified for NCWT: RPS Air Banun. <p>Persistent concerns: The MTR consultant team finds the interim report developed by Resource Stewardship Consultants Sdn Bhd to be of a very high quality and utilization-focused. Activities focused on HWC / HEC should be underpinned by scientific research and technical input, as appropriate. However, there must be a feedback mechanism to</p>

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	translocated to these sites. Electric fences have been constructed around HEC affected villages near Belum and Endau-Rompin. Non-consumptive wildlife tourism is being undertaken by locals only.			A specialist has been engaged by DWNP with project support to conduct the socio-economic studies to assess losses due to HEC. Initial discussions have been undertaken. The study has not fully taken off due to current nation-wide lockdown in Malaysia. Evidence 5.3: ToR for HEC Two workshops to develop guideline for non-consumptive wildlife tourism programme (Elephant Spotting and Bird Watching) within CFS will be held in Q3 and Q4 2021. The training will build the capacity of local communities in Gerik, Perak in carrying out wildlife tourism programmes and provide additional income.		transfer capacity and ownership to the DWNP. Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High): a) DWNP
Existence of standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS mainstreamed into existing CFS implementing agencies. Existence of training modules for non-consumptive wildlife	The guideline on A Common Vision on Biodiversity is available but not implemented. Not all States have incorporated CFS Statement in their State Structure Plan (RSN)/ Standard guideline on training	Standard training programme for sustainable forest landscape management initiated. One training module for non-consumptive wildlife tourism programme developed. One CFS	Staff of at least 2 state planning and CFS implementation agencies trained using these standard training programmes. Two training modules for non-consumptive wildlife tourism programme within CFS developed.	CUMULATIVE PROGRESS SINCE PROJECT START: This target is on track. a) Standard training programme for sustainable forest landscape management focusing on eco-tourism has been initiated b) One training module for non-consumptive wildlife	At high risk of not being achieved	The MTR finds there has been insufficient and inadequate focus on the development of a systematic training programme that would be embedded within key agencies at each of the landscapes. This is not to say there has not been training, just that there is a lack of vision towards the aggregation of training assets into a

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<p>tourism programme within CFS</p> <p>Existence of CFS Communications Plan (e.g. awareness and advocacy strategy) in Forestry Department Peninsular Malaysia.</p> <p>Existence of a dedicated CFS Counterpart Officer at each state.</p> <p>Existence of an effective communications programme for CBOs.</p>	<p>programme for sustainable forest landscape management is not available/ Existing training programme not fully incorporated sustainable forest landscape management.</p> <p>Absence of CFS Communications Plan and Communication officer.</p> <p>Frequent turnover of government officers.</p> <p>There is no communications programme focusing on responsible tourism for IPLCs.</p> <p>There is lack of capacity building to develop and sustain CBOs for IPLCs in the targeted landscapes</p>	<p>Communications Plan (e.g. awareness and advocacy strategy) in Forestry Department Peninsular Malaysia drafted.</p> <p>One dedicated CFS Counterpart Officer at each state.</p> <p>Drafting of communications programme for CBOs initiated.</p>	<p>One CFS Communications Plan (e.g., awareness and advocacy strategy) in Forestry Department Peninsular Malaysia developed.</p> <p>One dedicated CFS Counterpart Officer at each state.</p> <p>One effective communications programme for CBOs developed and implemented.</p>	<p>tourism programme has been initiated.</p> <p>c) One CFS Communications Plan (e.g. awareness and advocacy strategy) in Forestry Department Peninsular Malaysia developed.</p> <p>d) One dedicated CFS Counterpart Officer at each state has been appointed.</p> <p>e) One effective communications programme for CBOs has been identified.</p> <p>Standard training are also being conducted under outcome 1.2 on Biodiversity Assessment Protocol. To date, 4 virtual training sessions have been conducted focusing on different taxa of biodiversity.</p> <p>Under this outcome, the training will focus on eco-tourism. Training modules for non-consumptive wildlife tourism programme within CFS will be developed in 2021 (bird watching and elephant spotting). The training programme using these modules will be conducted after the lifting of</p>		<p>comprehensive programme. Considering this output will contribute most to the achievement of the Project's Development Objective, this represents a significant gap.</p> <p>Indicator 1: No standard training programme for sustainable forest landscape management exists.</p> <p>Indicator 2: A singular training module for NCWT (Elephant Spotting and Bird Watching) drafted and in process of being finalized on 14-17 Nov 2021, by DWNP. Next year, this training will be piloted with indigenous communities in CFS1:PL2. Note - two separate trainings (bird/elephant) have been combined into 1)</p> <p>Indicator 3: A CFS communications plan was developed in March 2021 anchored to a digital front door with access to a range of digital assets and social media platforms, including Facebook, Instagram and Twitter feed. A short explainer video has also been developed as a communication tool and</p>

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				<p>the MCO and will be piloted in Perak.</p> <p>Evidence 5.4: Training Programme for Bird Watching and Elephant Spotting Module</p> <p>New communication plan has been developed and was endorsed during PMU 2/2021 in March 2021.</p> <p>Communication experts have been hired and are currently undertaking the following:</p> <ul style="list-style-type: none"> • developing an effective website to disseminate information and highlight the Project results and achievement. • enhancing the branding of the project. • develop Project Profile and enhance public relations <p>Two webinars have been planned for 2021. The initial webinar will be conducted on August 28 2021 entitled Improving Connectivity of the CFS to highlight the aspects related to the management and protection of the CFS.</p>		<p>available on the Project's Facebook page.</p> <p>Indicator 4: CFS Counterpart available at each state (state employee).</p> <p>Indicator 5: A communications programme for CBOs not conceptualized or initiated.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> • By placing emphasis on "soft" activities and outputs, such as focus overemphasis on branding with two years remaining, the Project risks deferring and diverting resources away from the most complex, difficult and important pillars of the Project; • In the absence of a standard training programme, perhaps the Project could consider leveraging and tailoring existing training courses on managing biodiversity in the landscape supporting the ministry document "A Common Vision on Biodiversity". The training should

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				<p>Evidence 5.5: Communication Plan and Webinar Programme</p> <p>The target of having one dedicated CFS Counterpart Officer at each state has been achieved.</p> <p>IC-CFS State Project Coordinator (SPC) for Pahang and Johor were recruited on 16 November 2020 and the SPC for Perak was recruited on 16 December 2020. The SPCs will collaborate with their respective State counterparts in implementing activities at the State level.</p> <p>Evidence 5.6: Appointment letters of SPCs</p> <p>CEPA Programme for eco-tourism awareness is planned to be conducted in Q4 2021. A TOR for the communications programme for CBOs have been developed. The expert has been identified and will be hired in July 2021 to undertake this output.</p> <p>Evidence 5.7 ToR for CEPA for Eco-tourism</p>		<p>also encompass a module on the Biodiversity Monitoring Protocol in the CFS which has been finalized.</p> <p>Opportunities:</p> <ul style="list-style-type: none"> To ensure sustainability, training courses should be institutionalized within relevant forest training institutes, trainers trained and offered to Project and state partners. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>Indicator 1: a) FDPM</p> <p>Indicator 2: a) DWNP</p> <p>Indicator 3: a) FDPM</p> <p>Indicator 4:</p>

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						a) FDPM
						Indicator 5: a) FDPM
Outcome 3.1: The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation						
<p>Number of new and additional funding sources for CFS.</p> <p>Number of MOU/MOA for new and additional funding sources signed between donor and receiver.</p>	<p>At present, funding for CFS Conservation is dependent on government allocation and very organization-based allocation. One MOU in place (Perak) for PES water supply. The MoU for the PES water supply generates USD 120,000 annually to State Forestry Department Perak.</p>	<p>At least USD500,000 acquired from new and additional sources of funding for CFS</p> <p>At least 1 additional MOU/MOA for funding sources signed between donor and receiver</p>	<p>At least USD 1 million acquired from new and additional sources of funding for CFS</p> <p>At least 1 additional MOU/MOA for funding sources signed between donor and receiver.</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p> <p>a) More than USD500,000 (RM 2 million) has been acquired from new and additional sources of funding for CFS.</p> <p>b) One additional MOU for funding sources signed between Yayasan Hasanah and FDPM.</p> <p>Further to acquiring the RM2 million funding source from Yayasan Hasanah, additional opportunities to secure funding will be explored by a team of experts that will be engaged and expected to be on board in August 2021.</p> <p>Evidence 6.1 ToR for Sustainable Financing Plan</p> <p>Existing funding sources include</p>	<p>At high risk of not being achieved</p>	<p>Central to achieving this Outcome is the exploration and operationalization of alternative financing mechanisms that are to be included within state plans and budgets through Outcome 3.3. The MTR has rated this red as the technical consultancy with PE Research only commenced in September 2021 with little guidance and ownership provided by the FDPM thus far. The consultants were given contacts and told to make calls and consultations independently. A final report is not envisioned until May 2022 with very little time to operationalize and include in the state plans and budgets under the current support model.</p> <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project</p>

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
				<p>i) a crowd-sourcing campaign to protect the Malayan Tiger launched by the Ministry of Energy and Natural Resources (formerly known as the Ministry of Water, Land and Natural Resources) amounted to RM1,516,047.</p> <p>Source: https://harimau.my/main-eng/</p> <p>The Government has also allocated RM 4 million (USD 1 million) for the review of the CFS Master Plan which is being conducted.</p> <p>FDPM is collaborating with SEARPP in the application of the Toolkit for Ecosystem Service Site-based Assessment (TESSA) for valuation of forests. Yayasan Hasanah has allocated RM1.8 million (about USD450,000) for SEARPP to implement the project under the CFS beginning 2021 (Source TOR for TESSA under CFS).</p> <p>Evidence 6.2 TOR TESSA</p>		<p>partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) UNDP</p> <p>b) FDPM</p>
Number of entities/mechanism(s) set up to collect and disburse funds for conservation and /or sustainable	National Conservation Trust Fund (NCTF) has been created but does	At least one entity established to collect and disburse funds for conservation and	At least one entity established to collect and disburse funds for conservation and	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is on track.</p>	At high risk of not being achieved	This Output is part and parcel of 3.1.1 to collect resources from the funding mechanisms identified by the sustainable financing

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)

Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
management of CFS.	<p>not specifically target CFS areas.</p> <p>There is CFS funding under the federal government but based on Malaysia Plans. However, there is none for non-traditional stakeholders.</p> <p>There is no mechanism available to collect funds for CFS related activities on a sustainable basis.</p>	<p>sustainable management of CFS. Trustee membership to include non-governmental organisation and transparent governance measures</p> <p>Development of budgeting criteria to disburse funds for CFS related activities initiated</p> <p>Development of eligibility criteria for traditional and non-traditional stakeholders to access the funds initiated.</p>	<p>sustainable management of CFS. Trustee membership to include non-governmental organisation and transparent governance measures.</p> <p>Budgeting criteria developed to disburse funds for CFS related activities.</p> <p>A list of eligibility criteria drawn up for traditional and non-traditional stakeholders to access the funds.</p>	<p>a) One entity has been established to collect and disburse funds for conservation and sustainable management of CFS. Trustee membership to include non-governmental organisation and transparent governance measures.</p> <p>b) Development of budgeting criteria to disburse funds for CFS related activities has been initiated.</p> <p>c) Development of eligibility criteria for traditional and non-traditional stakeholders to access the funds initiated.</p> <p>The Greening Malaysia Programme through National 100 Million Tree Planting Campaign (2021-2025) is an initiative by the Ministry of Energy and Natural Resources (KeTSA) that aims to increase the awareness on the importance of forest area and to ensure the commitment to maintain forest area in Malaysia. For this, Yayasan Hijau has been established as an entity to receive money for the greening programme through planting and restoration of degraded forest sites.</p>		<p>plan for Pahang. No evidence has been shared with the MTR consultants that these mechanisms are being explored by the state forestry departments. '</p> <p>Provisional eligibility criteria for traditional and non-traditional stakeholders to access the funds will be developed by PE Research.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Poor ownership and the current support model for the sub-contractor is a cause for concern and does not inspire confidence. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) FDPM</p>

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
				<p>Evidence 6.3 Evidence TOR Yayasan Hijau Malaysia</p> <p>The establishment of the disbursement mechanism will be addressed by a team of experts which will start in August 2021.</p> <p>Budgeting and eligibility criteria will be developed by the selected experts for traditional and non-traditional stakeholders to access the funds in Q1 - Q4 2022.</p>		
Outcome 3.2: Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalised						
<p>Amount of annual budget allocation from GoM for CFSMP implementation.</p> <p>An outcome-based budgeting criteria developed and adopted by technical agencies.</p> <p>Utilization of CFS funds between agencies/organizations is tracked and monitored.</p> <p>Economic valuation of CFS report developed and adopted for decision making processes.</p>	<p>The GoM allocated RM 43,068,053 (10th Malaysia Plan - Year 2011-2015) and RM 53,500,000 (11th Malaysia Plan - Year 2016 -2020) for CFSMP implementation.</p> <p>No outcome-based budgeting criteria specifically for the implementation of CFSMP.</p>	<p>GoM continue to allocate on an annual basis funding for CFSMP implementation.</p> <p>Outcome-based budgeting criteria for CFS funding for technical agencies developed.</p> <p>Monitoring and reporting mechanism for the CFS funding is established for the state.</p>	<p>GoM continue to allocate on an annual basis funding for CFSMP implementation.</p> <p>Outcome-based budgeting criteria for CFS funding developed and adopted by technical agencies.</p> <p>Monitoring and reporting mechanism for the CFS funding is established for the state.</p>	<p>CUMULATIVE PROGRESS SINCE PROJECT START:</p> <p>This target is achieved.</p> <p>a) GoM continues to allocate on an annual basis funding for CFS Master Plan implementation since 2011.</p> <p>b) Outcome-based budgeting criteria for CFS funding for technical agencies have been developed under Five-Year Development Plans (RMK).</p>	Partially achieved	<p>The MTR consultant team appreciates and notes the strong commitment of the federal government and prioritization of the CFS in its development plans, including provisions in the recent 12MP, specifically under Priority Area B Strategy B1. The MTR is prepared to change Outcome 3.2 to "green"⁵⁵, provided that evidence of a paradigm shift is shared with the consultants with respect to the finalization and approval of outcome-based criteria, and that</p>

⁵⁵ Outcome-based criteria not shared with the MTR consultant team during the commenting phase and compilation of management response. Therefore, the rating of "Partially achieved" stands.

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)

Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
	<p>Uncoordinated funding from various sources apart from government.</p> <p>No available report on economic valuation of biodiversity and ecosystem services.</p>	Information on economic valuation of the CFS landscape is available for one state.	Information on economic valuation of the CFS landscape is available for the state.	<p>c) Monitoring and reporting mechanism for the CFS funding is established for the state.</p> <p>d) Information on economic valuation of the CFS landscape is available for Perak.</p> <p>Funds have been allocated under the 10th (2011-2015) and 11th Malaysia Plan (2016 - 2020) as well as from the State Governments. 11th Malaysia Plan for management and development of Central Forest Spine project in 2016 – 2020 = MYR 22.5 million.</p> <p>A total of RM 31 million has been allocated under the 12th Malaysia Plan (2021-2025).</p> <p>The breakdown of the fund provided to the states are as follows:</p> <p>a) Pahang State Government = MYR 115,000.00</p> <p>b) Negeri Sembilan State Government = MYR 659,000.00</p>		<p>transfers to the state have been made on the basis of these outcome-based criteria.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> The MTR consultant team requested information on the outcome-based criteria being finalized by KeTSA. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) MOF</p> <p>b) KeTSA-FDPM</p>

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
				<p>c) Kelantan State Government = MYR 100,000.00</p> <p>d) Selangor State Government = MYR 480,000.00</p> <p>e) Johor State Government = MYR 300,000.00</p> <p>f) Perak State Government = MYR 1,153,171.49</p> <p>Evidence C2 Evidence from Government system on RMK 10 RMK 11 and RMK 12 budget as well as the budget warrant</p> <p>Outcome based budgeting output is related to the activities under national CFS project. All RMK government budgets are outcome based. All reports related to the GoM contribution to CFS Project under RMK11/12 will be synchronized and compiled by the CFS section of FDPM. Reports and meeting minutes have been compiled and will be finalised Q4 2021.</p> <p>Monitoring and reporting mechanism for the State is available and has been conducted on a regular</p>		

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Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
				<p>basis. Monthly progress reports on expenditure provided by the federal government are sent by the State Forestry Department to the Forestry Department Headquarters. Committees have been set up to monitor the physical and financial progress of CFS both at the federal and state levels on a quarterly basis.</p> <p>Evidence 7.2 Latest Committee Meeting Report and Monitoring and reporting mechanism</p> <p>Information on the Economic valuation of CFS landscape is available for Perak.</p> <p>Evidence 7.3 Publication of Economic Valuation of CFS Landscape</p> <p>Dissemination of the information on economic valuation of CFS landscape is being planned under Seminar to be held in Q4 2021 (the dates have not been finalized due to the uncertainty in the COVID 19 MCO).</p>		
Outcome 3.3: Strategic planning processes in place and being used to link financing to conservation management needs						
Number of CFS state plan with sustainable	The CFSMP is being reviewed for	CFS sustainable finance plan for one	One State has incorporated	CUMULATIVE PROGRESS SINCE PROJECT START:	At high risk of not being	Consultants only received their contract in September

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)

Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
financing components and considerations developed at the state level.	<p>the 37 ecological corridors, however the sustainable financing component will not be covered in great details.</p> <p>No such financial plan exists at state level for CFS.</p> <p>No green financing committee exists.</p> <p>Funding CFS conservation at state level is done at ad-hoc basis (non-recurring allocation). One state which is Terengganu has allocated USD 120,000 per year (MYR500,000 per year).</p> <p>In the recent Federal Budget Speech by the Minister of Finance announced a RM10 million budget allocation</p>	state initiated.	sustainable financing considerations into the CFS state plan and into their annual budget.	<p>This target is off track / in progress.</p> <p>CFS sustainable finance plan for one state has been initiated.</p> <p>The sustainable financing plan for Pahang will be developed by a team of experts under Outcomes 3.1 and 3.2. It is expected to be on board in August 2021.</p> <p>The draft Sustainable Finance Plan is a key milestone 2021 for the Project under its conditional approval. A preliminary baseline assessment for the sustainable finance plan is expected to be completed by the end of 2021.</p> <p>The sustainable Finance Plan is expected to be completed in Q2 2022.</p>	achieved	<p>2021 with a final draft of a sustainable financing plan only envisioned by May 2022 (first draft including literature review envisaged by the end of 2021). This leaves very little time for proposals to be integrated into state plans and budget for 2022, without a more supportive model and deep ownership by the FDPM of the results.</p> <p>Persistent concerns:</p> <ul style="list-style-type: none"> Poor ownership and the current support model for the sub-contractor is a cause for concern, does not represent a paradigm shift nor does it inspire confidence. <p>Based on progress observed towards the realization of this indicator, the MTR consultant team's gauge of the commitment level of responsible project partners is as follows (Red: Low; Yellow: Moderate; Green: High):</p> <p>a) FDPM</p>

Table 14: Progress Towards Results Matrix (Achievement of Outcomes against End-of-project Targets)						
Description of Indicator	Baseline Level	Midterm Target Level	End-of-Project Target Level	Mid-Term Level & Assessment (as per latest PIR / PAR)	Achievement Rating	MTR Consultants' Justification for Rating
	for 2020 specifically for CFS.					

Analysis of the Project Objective

Project Objective: <i>To increase federal and state level capacity to execute the CFSMP through the strengthening of institutional and operational structures and the piloting of sustainable forest landscape management plans in three tiger-priority landscapes, financed sustainably through the diversification of funding sources for conservation</i>	Attainment of Objective 3: Moderately Unsatisfactory (MU)
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126. Central to IC-CFS project strategy for increasing federal and state level capacity to execute the CFSMP is its multi-stakeholder consultation approach. Through a combination of established national, state, district level forums, including the National Land Council and annual FDPM project forum, as well as through purpose-built IC-CFS project level governance, the Project was intended to push boundaries among a wide range of stakeholders, government, private sector, academia, civil society and local communities. It was predicated on unprecedented cooperation between agencies to secure ecological connectivity between forest blocks and engineer a paradigm shift from site focused management (i.e. of PAs) to landscape management. The MTR has found scant evidence of this and abundant examples a business-as-usual operating environment. The Project has not yet managed to blur the boundaries between departments, even within the same Ministry, towards a singular objective. The value-addition of new ways of working and collaborating at a landscape level is the value-added in the CFS and is crucial in order to provide the incentive to manage the land in a less-intensive, more sustainable manner.
127. The Objective level is comprised of three impact indicators. One impact indicator relating to CFS conservation fund receiving regular income through diverse sources is on target with a high likelihood to be achieved.
128. Another impact indicator calling for no net loss of forested area is not on track as monitoring efforts - based on the revision of the CFS Master Plan - have surfaced that total forest area has experienced a slight reduction of 0.05 million ha or a reduction of 0.9%.
129. The final impact indicator, focusing on improvement in capacity development scorecard results, has exceeded the end-of-project target by 145%; a result which is highly suspect as the Project was recently reactivated, has not undertaken the level of capacity required to justify a jump of 266% against the baseline due to COVID-19 restrictions, and put simply, is not aligned to the outsourcing model that has been observed by the MTR consultant team.

Table 15: Summary of Capacity Development Scores at MTR

Agency	FDPM	KeTSA	DWNP	FRIM	JPN Johor	JPN Pahang	JPN Perak	Average
TOTAL SCORE	42	40	32	35	24	26	24	32
PERCENTAGE OF TOTAL POSSIBLE SCORE (%)	93	89	71	78	53	58	53	71

Bright Spots

130. Implementing partners for this project stated the importance of implementing ICCFS targets as it is part of conserving CFS. Moving forward, CFS is part of National Physical Plan, thus efforts to sustain its existence go beyond the deadline of ICCFS. A representative at the FDPM Forest Economy Division states, "If we want to save our permanent reserve forest from another land use change, that's why we

have to strengthen cooperation and we have to plan collaboratively towards the CFS itself. Because CFS is a forest that will conserve everything and create benefits in the form of ecosystem services. We have issues on Malayan Tiger because we have issues on other endangered species, everything is connected so we have to conserve holistically and think beyond the forest reserves. That's why we have to prioritize connectivity to conserve flora and fauna and the importance of the CFS".

131. Apart from GEF fund, GoM has been investing in viaduct, rehabilitation and a CEPA program, showcasing genuine commitment to conserve the CFS. Furthermore, the FDPM Forest Economy Division proposed to insert element of funding to ecosystem services for phase two under the Forestry Act. This initiative is to support state government conserving their forest and without compromising their efforts to look at alternate income sources. The progress of proposing funding for the states to conserve their forest under Forestry Act is now at the level of identifying the section and elements to be added to it.
132. Progress on the core task of landscape management planning **at the corridor level** has started rather late in the Project and is now subject to a nearly impossible ambitious timeframe when one factors in the political processes and necessary approvals. Nevertheless, the majority of consultations with the FDPM staff were confident that key objectives can be completed in time because of the newfound enthusiasm and commitment to the Project since it was reactivated in 2020. Considering its entire lifecycle since 2014, the Project has only to a very limited degree engaged with states in discussion on how to avoid further conversions of State land to other uses, recognizing that those discussions were reignited in late 2020 and concrete steps have been taken to articulate a strong business case towards greater protection of forests and forest corridors.

Remaining Risks and Barriers to Achieving the Project Objective

133. While stakeholders consistently highlighted the indicator of no net forest loss as being overambitious and unrealistic, the MTR believes it is still within the realm of possibility but will require the kind of paradigm shift and cooperation that was the impetus for the Project at the outset. This indicator is perhaps the most important in terms of impact for the donor and to realize global environment benefits and should be kept within the results hierarchy. But it is also possible that the Project has already reached its full potential with some of the approaches it has already pursued to date and systemic issues - as well as resistance to change - might stymie progress on this front as noted below. It might also be worth considering and including plantation forest to the calculation, as opposed to exclusively natural forest to fully capture true landscape conservation.
134. The Project has established a presence across the entire targeted area mainly through "soft" activities, but significant operating changes and acceleration will be required to reach the level of ambition required. Given that the Project's planning instruments have not been prepared, approved and implemented, activities do not yet mainstream landscape management and connectivity across the entire area of targeted landscapes.
135. Malaysia follows a federal system of government with divided responsibilities for federal and state Governments. Many of the matters pertaining to forest clearance and the extractive industry, as well as for large-scale commercial plantations, are on the State and Concurrent Lists of the Federal Constitution, rather than the Federal List. The thirteen state governments have jurisdiction over their forest resources while the federal government (including KeTSA), provides technical advice on forest management. The MTR consultations have surfaced examples of complacency and resignation, which breeds complacency and a reluctance to push the envelope on critical issues. This dichotomy of Federal / State jurisdiction, authority and the power to exploit natural resources presents a number of challenges in respect of implementing a unified global environmental agenda in many aspects,

including negative impacts in relation to conservation finance. To effect change will require a generational versus short-term paradigm shift in perspective.

136. The late and slower implementation and nurturing of the Outputs under Outcome 3, has been a barrier to developing effective incentives and financial mechanisms for State governments to recalibrate its calculus on the value of ecosystem services provided by intact forests and incentivize them on large scales. For example, the UNDP-GEF Protected Area Financing Project was unable to fully institutionalize, operationalize and implement sustainable financial mechanisms (such as a National Conservation Trust Fund, performance-based budgeting and Payment for Ecosystem Services) even within clearly demarcated parks after nearly 8 years of uninterrupted operations. Getting these incentives to work at the landscape level and where there are clear competing interests and resistance from plantation owners and the extractive industry, is clearly an order of magnitude above what the UNDP-GEF Protected Area Financing Project ever had to face.
137. Another barrier emerging is that the process of supporting community ownership of forests, despite its positive aspects of village empowerment and others, will likely be a slow one for protecting the CFS, and unless scaled more ambitiously, there will be competition from other potential uses. The livelihood benefits to communities, while having positive demonstration value, are simply too small in scale and insufficient to conserve large areas and their corridors.

Analysis of Outcome 1.1

Outcome 1.1: <i>Strengthened institutional capacity of the Federal Government to oversee implementation of the CFSMP, ensuring compliance by sub-national actors, and monitoring impacts upon biodiversity, ecosystems and carbon stocks</i>	Attainment of Outcome 3: Moderately Unsatisfactory (MU)
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138. At its core, Outcome 1.1 aims to develop systemic and institutional capacities to support decision-making and to ensure planning, compliance monitoring and enforcement for integrated forest landscape management are supported by robust tools. Spread across 2 outputs and a total of 5 indicators, this Outcome is intended to provide an important framework and information database for sustainable management and monitoring of the CFSMP in Malaysia.
139. Under Outcome 1.1, the Project is nowhere close to achieving the end-of-project targets for all 5 indicators. Overall, the progress towards achieving Outcome 1.1 is considered moderately unsatisfactory by the MTR consultant team.
140. The little progress in the fulfillment of indicators under Outcome 1.1 suggests a need to revisit the approach, level of ambition and what is realistically feasible in the time remaining. The Project seems in general to have taken a simplified approach to "Capacity Building" and often equates training with this rather than looking at wider systemic, institutional and individual capacity needs. The built-in dependencies between the sub-activities will make it near-impossible to complete the decision-making papers to be of any value for the current project, especially since recruitment / procurement for two technical inputs are either in progress or have not started.
141. Progress on the OSC is not encouraging and it is unclear how the tool will benefit the existing Project, since it is currently bereft of data sets and is essentially a shell. As the software tools / licences were purchased three years ago, the beta version of the OSC is already beginning to show its age and has not even been launched yet. Poor security and exposed passwords were also observed during a demonstration. No business requirements document or any design / architecture documents have

been shared with the MTR consultant team in spite of one month of repeated requests. Moreover, alternative data sharing platforms have been established by KeTSA, including [BDA KeTSA | Big Data Analytics KeTSA](#) aimed at government servants, and will host sensitive data required for future planning; and other publicly accessible platforms like [MyBIS](#). These have eclipsed the value that the OSC currently brings to the table without populated data.

Bright Spots

142. Implementing partners are generally positive about IC-CFS project, they stated that “*it creates awareness for public, (and) among state agency’s staffs (regarding CFS and wildlife conservation)*”. One of the stakeholders interviewed, stated “*IC-CFS is a very good project, giving us an opportunity to deal with various agencies. Plus, it gives us a new perspective of how our forest will become in the future, especially handling with people, community*”.
143. The Biodiversity Assessment and Monitoring Protocol in the CFS Landscape has been finalized and submitted to Publication Branch, Forest Research Institution Malaysia (FRIM) to acquire ISBN number. This tool has the potential be an input towards a planned decision-making paper envisioned under the Project and the development of a training module within the planned standard training programme for the CFS to be mainstreamed within each agency in the 3 target landscapes.

Remaining Risks and Barriers to Achieving Outcome 1.1

144. The current manifestation of this Outcome is at a high-risk of not being completed. Prioritization should be given to the Biodiversity Assessment and Monitoring Protocol in the CFS Landscape, the decision-making paper emanating from it and inputs to the capacity building programme planned for Johor, Pahang and Perak;
145. Without a compelling business case of how the OSC will benefit the UNDP-GEF IC-CFS project and without clearly documented requirements and architecture, this piece of work should either be wound down or taken forward using co-financing or FDPM resources. Also, what data collected from the existing Project will be populated into the OSC? If these are existing data sets then it should be treated as a separate initiative.
146. Related to the barrier above, another key one is the current capacity of state and district governments to collectively undertake smart land-use planning for the CFS, in the absence of decision-making tools such as the papers and supporting database. The CFS already suffers from fragmentation, and forest conservation principles will need to be better mainstreamed into land-use decision-making and development planning processes in the absence of core deliverables if the goal is to implement the CFSMP.

Analysis of Outcome 1.2

Outcome 1.2: <i>Enhanced wildlife crime law enforcement and wildlife monitoring capacity emplaced at national and state levels and in target forest landscapes to ensure reduction of wildlife and forestry crime.</i>	Attainment of Outcome
	4: Moderately Satisfactory (MS)

147. Outcome 1.2 consists of 5 outputs and a total of **15** indicators (1.2.1 = 4; 1.2.2 = 2; 1.2.3 = 3; 1.2.4 = 4; and 1.2.5 = 2), presenting an onerous administrative monitoring burden for the Project, many of which are still not SMART. Some of the indicators, such as an increase in tiger populations, do not

have baselines and any benefit will likely be years away and unattributable to the UNDP-GEF IC-CFS project itself.

148. Most outputs are on track and can plausibly reach their end-of-project target. It is heartening that the Project is beginning to realize easy wins: as of 28 October 2021, 5 officers from Perak (2 from Perak Forestry Department & 3 from Perak State Park Corporation), and 5 officers from Johor (2 officers from Johor Forestry Department & 3 officers from Johor National Parks Corporation) have been nominated and will be delegated powers by the 4th week of December 2021. However, Pahang State Forestry has not submitted the list of nominated officers at the time of the MTR evaluation. Institutionalizing SMART patrols at scale e.g. by adding already experienced SMART patrollers to Forestry Enforcement Units. Business as usual practices on data sharing between FDPM and DWNP should stop under this Project and be replaced by a data sharing agreement to ease and facilitate data sharing. The few indicators that are off track are suffering—such as an integrated SMART patrolling initiative—are dependent on such an agreement. To enable these innovative practices to enhance implementation, capacities may be urgently needed to scale up and implement an integrated wildlife and forestry crime monitoring model.
149. Under Outcome 1.2, the Project is making some strides forward but there is uneven progress based on what was programmed in the 2021 AWP. Overall, the progress towards achieving Outcome 1.2 is considered moderately satisfactory by the MTR consultant team.

Achievements and Bright Spots

150. Perak State has piloted the integrated SMART patrol program. There was a workshop held to discuss this on August 22-27, 2021, supporting the target on “One state identified to pilot SMART based patrolling”.
151. SMART patrol has been widely appreciated as a way to bring coordination and a closer relationship between Forestry Department and Wildlife Department. In some respects, empowering the local community to be rangers, addressed manpower issue faced by state Wildlife Departments and extended their relationship with local community. One FDPM staff indicated during the stakeholder consultations that, *“The SMART patrol is a good exercise to show the complexity of power between the Wildlife and Forestry Department. So how you want to harmonize between state power and federal power, and also the different [legislation] between the state and federal Wildlife and Forestry Department. SMART patrol can give us some real answer of procedures to be improved in the future”*.
152. In Perak, three PSPC officers and two Perak State Forestry Department officers, and in Johor three JNPC officers and two Johor State Forestry Department officers, have been nominated to be empowered under the Wildlife Conservation Act by the fourth week of December 2021. This is an important first step, in particular for the Forestry Department to step up its patrol efforts related to wildlife. These positive steps may create a tipping point and the critical mass necessary for Johor and Pahang to follow suit.
153. Since SMART patrol is new ground for the FDPM, it allows them to see the wildlife conservation perspective during their work. Generally, State Forestry Department officers are happy with the SMART patrol programme, as one of stakeholders interviewed mentions, *“I have been a forester, with this Project, I can show to my family, to my relatives that I also fight for the wildlife not only extracted timber. There is a negative image of the Forestry Department related to economic aspects. Now I change my perspective and so does my family. Forestry includes everything, we also fight for wildlife,*

for biodiversity and the people within it”.

154. Despite gaps in tiger baseline data, the tiger population calculation survey is the first effort for Malaysia as a country in trying to do a comprehensive survey on a wider scale. The survey was recently completed following longstanding lobbying efforts since 2013. Despite the survey itself being four years in the making, the information of tiger population, while sparse and closely guarded, is still very important knowledge to further make decisions and as the foundation for other tiger conservation initiatives. Based on the 2021 AWP, the Project is addressing tiger populations indirectly through Output(s) 1.2.2, 1.2.3, 1.2.4 and 1.2.5 through a strategy of threat reduction and enforcement.
155. Some experts interviewed during the consultation stated that enforcement in this project has been scaled up significantly and noted as quite highly important because the enforcement impact spread out to other endangered species, such as elephant and hornbill species.
156. The LCR component is said to have inspired the VetOA programme under the DWNP, which was launched in 2019, and demonstrates the value added of the Project to enhance boots on the ground to ensure threat reduction activities including de-snaring, patrolling and wildlife monitoring activities. PSCs are taking important roles in bridging federal and state agencies, coordinating the Project's progresses and in monitoring the situation in the state they are stationed. All stakeholders who mentioned PSCs during the interview mentioned the importance of PSCs and support they get from them. The PSC role should be maintained as a model moving forward as a conduit between Federal and State realities.

Remaining Risks and Barriers to Achieving Outcome 1.2

157. The Project needs to overcome the obstacle of data sharing as one-off requests for data are untenable and not in the spirit of collaboration and the paradigm shift envisioned by this initiative. There is an opportunity to collapse or remove some redundant / overlapping / out-of-reach indicators to make this Outcome more manageable and reduce the overall monitoring burden. The MTR consultant team is cognizant that indicators were added following the IRR to supplant the indicator on tiger populations.
158. References to, and activities supporting the Malaysia Nature Society's WildFriend programme should be removed as this is now redundant based on the status conveyed to the MTR consultant team during consultations with local NGOs. The benefits of nature-based volunteerism targeting youth, outreach efforts and enhanced awareness among youth is simply not the priority for the Project at this point in time with unfulfilled obligations, with funds better spent elsewhere.
159. A secure transfer protocol should be explored to reduce administrative and repetitive work to get data over DWNP in a more secure and intuitive way and is reduce the IC-CFS project's efficiency.
160. Job descriptions and scope are fixed within the public service in Malaysia and notoriously difficult to change requiring the input of the Federal Public Service Commission of Malaysia. The change in context and new requirements to support holistic and multi-dimensional management of the CFS may simply be incompatible with the bureaucratic procedures to address emerging needs. At the State level competing priorities and additional work may divert the attention of SPCs away from IC-CFS responsibilities, although there are good examples from Perak whereby immediate Project targets have been amalgamated with the agency's strategic priorities allowing maximum focus and incentive to deliver.

161. Finally, some of the indicators related to increased prosecution might be incompatible with the reality on the ground as cases by JNPC and PSPC are prosecuted in court by Deputy Public Prosecutor from respective state governments and not forestry staff. This may require the Project to shift focus to be successful and engage with different actors as part of its capacity development strategy.

Analysis of Outcome 2.1

Outcome 2.1: <i>Biodiversity and ecosystem service provision is mainstreamed in forest landscape management in three priority landscapes via sustainable forest landscape</i>	Attainment of Outcome
	5: Satisfactory (S)

162. Following adjustments made by the AMAP, the revised SRF for Outcome 2.1 consists of 1 indicator with the remaining 2 indicators discontinued in the 2020 PIR. A draft management plan has been developed for the Panti-Ulu Sedili ecological corridor in Johor, which is expected to be finalized and printed by the end of Q4 2021. A working draft of a management plan for Pahang (Sg Yu corridor) has been made available with targeted completion in 2022. The management plan for the Belum-Temengor corridor in Perak is lagging with only an outline available; the latter still targeted for completion in 2022.⁵⁶ Both the Project and yearly milestone in the extension request has been met.

163. Based on the 2021 AWP and discussions with FRIM on the consultation process on each of the management plans, as well as the MTR consultant team having digested the documentation shared, the Project is on track to ensuring that all 3 CFS management plans are completed by the end of 2022 as intended. Overall, the progress towards achieving Outcome 2.1 is considered satisfactory by the MTR consultant team.

Achievements and Bright Spots

164. Johor management plan for Johor has been developed for the Panti-Ulu Sedili ecological corridor in Johor, which is expected to be finalized and printed by the end of Q4 2021. The management plan has been prepared by FRIM to be reviewed and implemented by Johor State Forestry Department, including identification of implementing agencies such as PERHILITAN. The management plan covers all the conservation, ecotourism, ecosystem services and other important elements. Once it is implemented, BPEN will likely be the acting agency to monitor the implementation.

165. A working draft outline of a management plan for the Sg Yu corridor in Pahang has been made available with targeted completion in 2022. This will be milestone to do the other linkages in Pahang, including further Management Plans.

166. The management plan for the Belum-Temengor corridor in Perak is targeted for completion in 2022 and currently in the consultation process.

⁵⁶ The availability of the outline is a proactive step in preparation of tackling this activity next year. Furthermore, a broad CFS Master Plan specifically for Perak state was finalized recently (funded by the state government and separate from the Revised CFSMP).

167. The prioritization of workshops, travel, equipment and printing costs in the 2021 AWP is consistent with the investments required to gather data and consult with state / other government agencies. Activities under this Output have been ongoing during each of the 4 quarters and supported with a robust budget of USD 64,000.00 and indicative of good value for money for a core legacy deliverable that will pay dividends into the future.

Remaining Risks and Barriers to Achieving Outcome 2.1

168. There will need to be a clear long-term mandate established to support and instill adequate capacity for the implementation and monitoring of the management plan once they have been finalized and endorsed by their state counterparts. With decision-support tools on ecosystem services and carbon stocks unlikely to take flight, the management plans will likely have an overemphasis on biodiversity and biodiversity monitoring; a gap that will have to be filled eventually.
169. Without a mechanism for closer cooperation and cross-pollination, there is a high risk of sustainable financing plans, management plans and restoration activities, as well as the range of technical studies being undertaken under 2.2.1 to be implemented in silos; the outputs and approaches on restoration guidance and use of native species are imperative for inclusion in subsequent refinements of the management plan that has been finalized in Johor, and for those which are currently in flight.

Analysis of Outcome 2.2

Outcome 2.2: <i>Corridor establishment increases connectivity of critical ecological linkages identified in the CFSMP and supports carbon emission avoidance and carbon sequestration under SFM practices</i>	Attainment of Outcome 5: Satisfactory (S)
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170. Outcome 2.2 is comprised of 3 output-level indicators, of which 2 have been achieved and the remaining metric concerning the rehabilitation of degraded forests has been partially achieved but remains behind schedule. Regarding the first indicator, a consultant has been engaged to understand why previous rehabilitation efforts in Block A (visited Block A Kompartmen 2 in the Amanjaya landscape) have failed and the assessment will be an input towards improving re-planting of these types of areas.
171. A CEPA Programme for Pahang, Perak and Johor has also been drafted and will engage local communities in the rehabilitation of 1 ha of degraded forests per state, as well as awareness program for the local communities on the importance of protecting the corridor and biodiversity. Field based activities have been reactivated following the easing of COVID-19 restrictions and are currently in progress. The second and third indicators have exceeded their end-of-project targets respectively by 119% with a total of 23,734.63 ha gazetted for the CFS targeted landscape and CFS ecological corridors having been incorporated into (i) the Johor (CFS2 PL1) (Kluang and Mersing) - Kluang District Local Plan 2020 and Mersing District Local Plan 2020; (ii) Sg Yu corridor (CFS1 PL1) - Lipis District Local Plan 2020; and (iii) Temengor Belum (CFS1 PL2) - District Local Plan Hulu Perak 2030.
172. Overall, the progress towards achieving Outcome 2.2 is considered satisfactory by the MTR consultant team.

Achievements and Bright Spots

173. Two out of three output-level indicators have been achieved and the remaining metric concerning the rehabilitation of degraded forests has been partially achieved.
174. The FDPM through the support of a sub-contracted technical consultant, is identifying state land to be gazetted within the four corridors in Johor, Pahang and Perak. Through the consultant's work, the government also aims to identify obstacles to gazette these areas, and subsequently develop strategies for them to become permanent reserve forests. To support the process there is active consultation with local authorities (district office, land office and local council), Federal and State Department (Forestry Department and Wildlife Department), NGOs and local communities to understand land use conflict as part of the eventual land gazettment plan.
175. As one of the main advisors for the project, PLAN Malaysia actively plays a role in influencing land gazettment plans being the main planning support agency for the National Physical Plan, State Structure Plans as well as local and Special Area Plans. PLAN Malaysia proposed an amendment to include 'public hearing(s)' for land degazettment and planning processes to involve local authorities regarding land use issues in their area. As noted by a senior FDPM official during the consultation process, *"Through this Project, we want to emphasize that any degazettment of the land must go through proper channels by way of a public hearing. It is so difficult to negotiate with the State, that's why the output of the IC-CFS project is imperative to both normalize and internalize standard procedures for the degazettment of any land going forward. We want to tighten and constrain the process of deforestation as much as we can. One achievement by way of good example is "Hutan Simpan Kuala Utara" in Selangor, where before the degazettment occurs it had to go through public hearing for consultation. We hope other states will follow this lead"*.
176. PLAN Malaysia also has an initiative to utilize "Special Area Plan⁵⁷" provisions under Act number 171 and 172 to address challenges to IC-CFS land gazettment. In all, the FDPM has identified more than 230,000 ha of land available for gazettment and the Project will try to convince the state governments to gazette some areas therein as permanent reserve forest. Per data reported in the 2021 PIR, a total of 23,734.63⁵⁸ ha have been gazetted into permanent forest reserves by the FDPM (most of it in Perak), under Section 7 of the National Forestry Act, with an additional 3,372.32 ha being considered for approval by the State of Pahang (2,935.2 ha) and Johor (438.12 ha). On the issue of the gazettment plan going forward, one FDPM official noted *"we will continue to convince the state, ask them to gazette more state land forest as permanent reserve forest. That will be a continuous effort by the government and our department"*.
177. Through parallel efforts since initial commitments made in 2017, Pahang is also in the process of gazetting an additional 17,000 ha in Cameron Highlands, CPL2 (Hutan Simpan Ulu Jelai, Hutan Simpan Lemoi), CPL1 (Hutan Simpan Sg. Yu, Hutan Simpan Tanum), CSL1 (Jerantut), and in Kuantan (Hutan Simpan Lepar and Hutan Simpan Berkelah) as permanent reserve forests. The State Sultan is also interested in cementing Pahang's green ambitions under a Green Border Initiative that would eventually see a large part of Pahang's border, which is about 1,087 km and covers 54,350 ha, gazetted as permanent forest reserves; with initial instructions to gazette 1000 ha.

⁵⁷ A Special Area Plan essentially has the same effect as a local plan, except that it contains proposals for special and detailed treatment by development, redevelopment, improvement, conservation or management practice and the nature of the treatment proposed to the land in question.

⁵⁸ This differs somewhat from consultations with the NPM during the MTR field visit who articulated 28,000 ha having been gazetted as permanent forest reserves across 8 states through direct efforts by the Project.

178. Johor has identified a number of areas to be gazetted as a forest reserve. Consultations with the Johor Land Office and State Forestry Department note, *"We are in the process of converting the whole forest reserve in Panti, in Kota Tinggi, we call it Panti Forest Reserve as a Panti conservation area. The Panti Forest reserve consists of two categories: production and protection forest and it's located in the CFS project location (L1). So, for the CFS project we want to convert production area to protected/conserved area"*.

179. Technical consultancies have also borne fruit as follows:

- To date, a total of 200 ha of land have been planted with native species inside permanent reserve forest by FDPM through associated sub-contracts;
- Food Plant Source for Wildlife guidelines are being finalized with the support of a technical consultant;
- Under support of UPM Environment Forestry Faculty, a total of 3 ha of land in all states are dedicated for planting trees.

Remaining Risks and Barriers to Achieving Outcome 2.2

180. The MTR sees the following risks, obstacles and/or barriers to achieving Outcome 2.2:

- The location of rehabilitation work in the permanent forest reserve that is part of the FDPM's existing role, raises questions on the incremental value of such activities and how this will increase connectivity of critical ecological linkages, per the Project's design⁵⁹;
- Without a clear and comprehensive plan and accompanying guidelines, the CEPA activities could become a conventional tree-planting exercise of minimal long-term value and sustainability by local communities. As such, the Trainer's Guide for CEPA Programmes that is currently being developed for Perak should serve as a tool that should be shared with Johor and Pahang, and other CFS landscapes⁶⁰;
- There is clearly political goodwill and expressions of commitment but in Malaysia these decisions take time and actioning on them take longer. With some commitments initially made in 2017, it remains to be seen if big ambitions can be converted into reality and translate hard ha gazetted in a relatively short time frame;
- Missed opportunity of using the OSC to inform decision making of rehabilitation efforts and connectivity between other Project activities;
- Critical technical studies that are undertaken in isolation and neither contributing to the larger picture nor to one another.

Analysis of Outcome 2.3

Outcome 2.3: <i>The socio-economic status of local communities improved and support for conservation increased through the generation of sustainable livelihoods based on wildlife, and the reduction of human-elephant conflict</i>	Attainment of Outcome 4: Moderately Satisfactory (MS)
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⁵⁹ There may be justifiable areas in Amanjaya Corridor to be rehabilitated.

⁶⁰ The Trainer's Guide for CEPA Programmes that is currently being developed for Perak should and is serving as a tool for the other landscapes.

181. Outcome 2.3 consists of 3 outputs and a total of 10 indicators that for the most part are at various stages of realization, due to delays in procurement / contracting and hampered by COVID-19 restrictions to undertake field-based work. Livelihood-related projects have been initiated in collaboration with Johor National Park Corporation, Perak National Park Corporation, Malaysian Nature Society and Malayan Rainforest Station in Merapoh, Pahang. The Project has achieved its midterm-project target of 50 beneficiaries. Currently, 78 indigenous people (18% women) are involved in livelihood-related projects in the three landscapes. The project is encouraged to strengthen its focus on women to attain gender parity, by targeting women for livelihood-related activities. Livelihood-related projects are unevenly distributed across the three IC-CFS landscapes, with most being conducted in Perak, and one in Pahang.
182. A consultant has been engaged to undertake an assessment of household income that will theoretically be leveraged to inform subsequent livelihood investments. An interim report is available on the assessment of the socio-economic situation and the level of human-elephant conflict in RPS Air Banun, Hulu Perak, Perak, including economic costs associated with elephant depredation and stakeholder initiatives involving local Orang Asli communities that could be developed into eco-tourism and volunteerism attractions. A consultant has also been engaged to develop a guideline for non-consumptive wildlife tourism in CSF1-PL2, with the aim of enhancing conservation and ensuring sustainable livelihoods for the local community, which will be piloted in RPS Air Banun.
183. While the Project has largely pursued approaches at the community level with good intention and some solid results under Outputs 2.3.1 and 2.3.2, Output 2.3.3 on the other hand are largely geared towards capacity building. The first indicator of Output 2.3.3 for example, is the Achilles heel of the entire Project and the most direct conduit and impact pathway to realizing the Development Objective. It is largely due to gaps in achieving progress and supporting evidence on a standard training programme for sustainable forest landscape management within CFS mainstreamed into existing CFS implementing agencies, that the rating for this Outcome as a whole has been pulled downwards and rated moderately satisfactory.

Achievements and Bright Spots

184. A new communication plan was developed and endorsed during PMU Meeting no. 2/2021 in March 2021. There is a CFS counterpart officer in each state forestry departments and designated IC-CFS Project State Coordinators for Pahang and Johor were recruited on 16 November 2020 and SPC Perak recruited on 16 December 2020.
185. Under indicator “number of indigenous communities involved in livelihood related activities”: Several livelihood-related activities have been initiated including Tualang honey harvesting project in Kampung Chuweh, Perak (MNS), ecotourism – Hornbill Stewardship in Merapoh, Pahang (MRS), fly-fishing and trail building with residents of Sg. Tiang, Perak (PSPC), seedling nursery and herb trail with residents of Kampung Kelewang, Perak (PSPC). The Project has potential to add value and strengthen the CFS management plans that are currently being developed, if these links are made, and good practices documented and showcased. This is particularly salient given that there are plans for the development of management plans for all the ecological corridors identified under the CFS MP, for which good practices around community engagement and alternative livelihood generation will be crucial.
186. Under indicator “indigenous people household income increase through participation in the project”: it is still possible for the Project to capture the increment in household income as a result of

livelihood-related projects piloted under the Project, by ensuring that all agencies/ CSOs involved identify the household income at the beginning of the activity and continue monitoring changes at regular intervals.

187. Through the MTR, both the socio-economic study and the study on economic losses due to HEC show high potential for applying a gender lens to the findings analysis, which will provide much needed insights into the gendered impact of livelihood activities within certain indigenous communities in Perak. These could be used as a model for replicating similar studies in other landscapes. Community and livelihood considerations to minimize risks include the following:

- Funds should be allocated towards contracting a short-term Safeguards Specialist from the existing UNDP BRH roster to undertake a Desktop Safeguards Review;
- Efforts must be taken to ensure that indigenous communities in the Project landscapes are made aware of the FPIC and grievance mechanism to UNDP if they are being displaced as a result of project activities;
- CSOs already familiar with FPIC could be engaged to conduct workshops or trainings on free and prior informed consent (FPIC) to state and Federal agencies, as well as communities to inform them of levers that are available to them.

Remaining Risks and Barriers to Achieving Outcome 2.3

188. Most worryingly and perhaps the biggest gap observed by the MTR consultant team during the entire review process, is an overemphasis and prioritization of communications and awareness type activities as opposed to the institutionalization of capacity building. Per the figure below of the final 2021 AWP and corresponding draft 2022 AWP, there is no **explicit** mention or budget afforded to the indicator "Existence of standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS mainstreamed into existing CFS implementing agencies".

189. While there are one-off modules and trainings elsewhere in the SRF, the MTR consultant team believes that Output 2.3.3 and specifically its first indicator is intended to pull these together, ensuring the content is modular, geared towards different "roles" within each of the CFS implementing agencies and tailored to the level of difficulty and complexity needed to apply those skills in a real-life operating environment.

Figure 11. Final 2021 Annual Work Plan for Output 2.3.3

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party (ATLAS)	Project Partner	PLANNED BUDGET				
			Q1	Q2	Q3	Q4			Funding Source (Code)	Donor name	Budget Code	Budget Description	Amount (USD)
Output 2.3.3 Capacity building and communications support provided for federal, state and other stakeholders related to Sustainable forest landscape management of three priority forest landscapes within CFS	Review and update existing CFS communication plan	Jul - Nov 2021			X	X	JPSM (013362)	N/A	GEF (62000)	10003	72115	Svc Co-Natural Resources & Environment	-
	Contract officer to monitor IC-CFS project at federal level (JPSM)	Jan - Dec 2021	X	X	X	X			GEF (62000)	10003			21,250.00
	Conduct CEPA Programme for eco-tourism and other activities awareness - Develop the programme module in consultation with related stakeholders (local communities / state authority / NGO etc)	Apr - Sep 2021		X	X				GEF (62000)	10003			20,000.00
	Conduct training on CEPA programme module (TOT) and conduct CEPA programme in the 3 targeted states; printing, publication and equipment	Jul - Nov 2021			X	X			GEF (62000)	10003			30,000.00
	Implement IC-CFS communication plan	Jan - Nov 2021	X	X	X	X			GEF (62000)	10003			51,000.00
	Develop communications material for IC-CFS	Jan - Nov 2021	X	X	X	X			GEF (62000)	10003			60,000.00

Table 16: Priority Activities for Output 2.3.3 as per 2022 Annual Work Plan									
Output	End of Project Target	Planned Activities	Timeframe	Q1	Q2	Q3	Q4	Owner	Budget
Output 2.3.3: Capacity building and communications support provided for federal, state and other stakeholders related to sustainable forest landscape management of three priority forest landscapes within CFS	One dedicated CFS Counterpart Officer at each state.	Recruitment of contract officer to monitor IC-CFS project at federal level (JPSM) USD21,250 for 3 years	Jan - Dec 2022	X	X	X	X	JPSM (013362)	21,250.00
	One effective communications programme for CBOs developed and implemented.	Conduct CEPA Programme and trainings for eco-tourism and other activities awareness; consultation services, printing, publication, promotional item, material and equipment. -Consultant payment for Activity 2021 - USD41,000.00 -Trainings on CEPA module programme for eco-tourism: 3 trainings (1 trainings/ state) + consultation services (1 consultant) - USD90,000.00 3. Ecotourism CEPA Programme: 3 programmes (1 programme / 1 states) - USD150,000.00 4. Local/International capacity building study visit - USD35,000.00 5. Procurement of material / equipment - USD10,000.00	Jan - Dec 2022	X	X	X	X	JPSM (013362)	326,000.00
	One effective communications programme for CBOs developed and implemented.	Implement IC-CFS Communication Plan including promoting CBO programs and other programs (Public Relations efforts, Stake holder engagement, Photo & Videography, Social media influencer capacity building, broadcast interviews, documentary, printing and publications, equipment, promotional items, exhibition and exhibit materials, and others)	Jan - Dec 2022	X	X	X	X	JPSM (013362)	218,750.00

190. The 2021 PIR appears to minimize the centrality of this activity, equating it to capacity building exclusively on the management plans (some of which will not be finalized until late 2022 when it will

be too late) and to be conducted in parallel with the Project's CEPA programme. The MTR consultant team believes per the Project's design and as depicted in Figure 1, this is the central node of the entire results hierarchy, to which all other trainings lead and ought to feed into as individual modules. It encourages the PSU to revisit the 2022 AWP to modify its approach and calls upon UNDP to insist on the inclusion of a systematic and modular approach to capacity building.

191. The MTR also sees the following risks, obstacles and/or barriers to achieving other strands of Outcome 2.3:

- The location of rehabilitation work in the permanent forest reserve that is part of the FDPM's existing role, raises questions on the incremental value of such activities and how this will increase connectivity of critical ecological linkages, per the Project's design⁶¹;
- Without a clear and comprehensive plan and accompanying guidelines, the CEPA activities could become a conventional tree-planting exercise of minimal long-term value and sustainability by local communities. The 'Trainer's Guide for CEPA Programmes' that is currently being developed for Perak should serve as a tool and springboard to be shared with Johor and Pahang, and other CFS landscapes to dovetail efforts;
- Missed opportunity of using the OSC to inform decision making of rehabilitation efforts and connectivity between other Project activities.

Analysis of Outcome 3.1

Outcome 3.1: <i>The long-term biodiversity and ecosystem conservation of the CFS is enhanced through the diversification of funding sources for conservation</i>	Attainment of Outcome 3: Moderately Unsatisfactory
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192. Corresponding Outputs under Outcome 3.1 are significantly behind schedule with contracts only being fully executed with technical experts in September 2021. Sustainable financing options slated for completion by the middle of 2022 and well beyond end-of-year trigger for an extension, resulting in no identified potential alternative sources of funding. Strong country commitment through enhancing federal financial support has not been met by equal ownership and commitments at state-level.

193. As Output 3.1.2 activities have been lumped together with 3.1.1 per the 2021 AWP and considering the contract with the vendor was only fully executed five months after the consultancy was supposed to start, the rating for this Outcome is rated moderately unsatisfactory.

Remaining Risks and Barriers to Achieving Outcome 3.1

194. While premature at this stage, the following emerging risks and barriers have been observed by the MTR consultant team:

- Providing incentives to the State to reduce deforestation is, according to several government stakeholders interviewed (at both Federal and State levels) for the MTR, quite difficult given the high profitability of the sector and the resultant challenge of developing incentives that match the benefits of the sector and extractives. A more appropriate component would be for the development of alternative, large- or medium-scale enterprises that sustain forest landscapes,

⁶¹ There may be justifiable areas in Amanjaya Corridor to be rehabilitated.

such as in the non-timber forest product sector, which could involve developing sets of incentives for such companies and their investors to establish their businesses;

- Extracting resources is often seen as a cushion to balancing budgets. In the era of COVID-19 and the fervent spending undertaken by governments around the world, the status quo may be a tempting option over the structural and institutional adjustment of changing to another paradigm;
- A mandate is needed for a dedicated person/unit to drive efforts towards adopting non-conventional funding mechanisms at the State level in Malaysia, as well as state involvement in coordination and planning;
- Diversification of funding sources is key to stabilizing the flow of funds from traditional extractive measures, however, there is limited experience with successful case studies. Proving out an incremental model is possible but will likely take time for it to create a tipping point and a model for other States to follow;
- Systemic paradigm shift stymied by pervasive business-as-usual mindset that land is a state matter;
- The Project should use the opportunity of having access to the consultant "finance team" to leverage their expertise and engage with the state and federal level together with the consultant team to push for decisions to be made as work is progressing. Alternatively, there is a real danger that the consultant output may simply be an isolated report with a few comments from various parties but little action towards sustainable funding;
- As the UNDP-GEF Protected Area Financing Project has demonstrated, operationalizing mechanisms to receive and redirect funds to the State - as well as supporting governance - is a complex task in itself. The MTR consultant team has not seen sufficient prioritization of Output 3.1.2.

Analysis of Outcome 3.2

Outcome 3.2: <i>Funding allocations for biodiversity and ecosystem conservation in the CFS are secured and formalised</i>	Attainment of Outcome 4: Moderately Satisfactory (MS)⁶²
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195. The Project has been marginally exploring the feasibility of and opportunities to enhance the maturity of the "Ecological Fiscal Transfer" concept, where subnational governments may receive additional budget amounts from their higher levels of government for conducting environment-related activities. So far, such transfers have been ad hoc based on Federal budget announcements and not explicitly linked to hard commitments by the State. It has also superficially studied the potential of payment for ecosystem services to conserve the CFS through a study visit and a meeting for the dissemination of PES and economic trade-off information.

196. The MTR consultant team certainly appreciates and notes the strong commitment of the Federal government and prioritization of the CFS in its development plans, including provisions in the recent 12MP, specifically under Priority Area B Strategy B1) whereby a total of RM 31 million has been allocated, with the following breakdown of funds at the State level:

⁶² The MTR is prepared to change Outcome 3.2 to "green" (Satisfactory), provided that evidence of a paradigm shift is shared with the consultants with respect to the finalization and approval of outcome-based criteria, and, that transfers to the State have been made on the basis of these outcome-based criteria.

- Pahang State Government = MYR 115,000.00
- Negeri Sembilan State Government = MYR 659,000.00
- Kelantan State Government = MYR 100,000.00
- Selangor State Government = MYR 480,000.00
- Johor State Government = MYR 300,000.00
- Perak State Government = MYR 1,153,171.49

197. Outputs and indicators related to this Outcome seem more linked to the activities under the national CFS initiative rather than explicit efforts made by the IC-CFS project and it is unclear of what the Project's role and contribution has been towards these budget allocations.

198. The 2021 PIR provides the following supporting evidence towards this Outcome:

- **Evidence C2:** Evidence from Government system on RMK 10 RMK 11 and RMK 12 budget as well as the budget warrant
- **Evidence 7.2:** Latest Committee Meeting Report and Monitoring and reporting mechanism
- **Evidence 7.3:** Publication of Economic Valuation of CFS Landscape

199. Corresponding activities under the AWP 2022 (and to a lesser extent the 2021 AWP) appear to be one-off soft investments such as meetings, roadshow exhibits and printing of publications as opposed to creating the necessary enabling conditions, as well as a framework for replication of PES schemes in Johor and Pahang as envisioned in the Project Document, under Component 3. In the 2021 AWP for example at total of USD 146,000.00 was allocated an approved for dissemination of PES information, conferences / roadshows that certainly did not entirely materialize under COVID-19, printing and travel costs.

Table 17: Priority Activities for Output 3.2.1 as per 2022 Annual Work Plan									
Output	End of Project Target	Planned Activities	Timeframe	Q1	Q2	Q3	Q4	Owner	Budget
Output 3.2.1: Annual budget from GoM allocated to support CFSMP implementation	GoM continue to allocate on an annual basis funding for CFSMP implementation.	Engagement with technical agencies (two meetings)	Jan - Mar 2022 Oct - Dec 2022	X			X	JPSM (013362)	3,750.00
	Information on economic valuation of the CFS landscape is available for the state.	Road shows and workshops (Malaysia Forestry Conference Exhibition) as part of dissemination of Payment for Ecosystem Services (PES) and economic trade-offs information to state government	Apr - Jun 2022		X			JPSM (013362)	50,000.00

	Information on economic valuation of the CFS landscape is available for the state.	Printings and publications for the dissemination of Payment for Ecosystem Services (PES) and economic trade-offs information to state government	N/A	--	--	--	--	JPSM (013362)	5,000.00
	Information on economic valuation of the CFS landscape is available for the state.	Local/International capacity building study visit and meeting for the dissemination of Payment for Ecosystem Services (PES) and economic trade-offs information to state government	Jul - Sept 2022			X		JPSM (013362)	35,813.00

200. A key indicator under Output 3.2 calls for the development and adoption of outcome-based budgeting criteria with the midterm target being these criteria having been developed. Early on in the MTR, the consultant team requested details from KeTSA on the development and finalization of these criteria, which it has not received to date. Similar to performance-based criteria that was to be developed and applied under the UNDP-GEF Protected Area Financing Project, the MTR sees the institutionalization of outcome-based budgeting as one important lever (among myriad tools) to successfully link high-level national strategies to specific budget programs and activities, and to incentivize States to shift their calculus towards greater conservation measures.

Achievements and Bright Spots

201. Reports related to the GoM contribution to the National CFS Project under the 11MP will be synchronized and compiled by the CFS section of FDPM. References to the CFS in the 12PM under Strategy B163 bode well for continued financial contributions by the federal government.

202. As noted by one FDPM staff member during the MTR interview consultation, *"We secured budget in 2021 for this Project, and also from 12th Malaysia Plan and we will continue to request budget support for the next RMK 13 plan. The CFS Master Plan is now under review by the Plan Malaysia. I think we will still have a lot to do in the future not only in the context of RMK 12 but a continuation to RMK 13 2026-2030. We are securing budget, approximately MYR 18 million, for the Public Works Department to build a wildlife viaduct in Mersing in Johor. This is our commitment"*.

Remaining Risks and Barriers to Achieving Outcome 3.2

⁶³ Twelfth Malaysia Plan, 2021-2025, Chapter 8: Advancing Green Growth for Sustainability and Resilience. Priority Area B (Strategy B1) page 308.

203. There is a lack of coherent structure for an outcome-based budgeting system as performance measurement indices are still under discussion and have yet to be fully developed. Preliminary criteria have not been shared with the MTR consultant team.

Analysis of Outcome 3.3

Outcome 3.3: <i>Strategic planning processes in place and being used to link financing to conservation management needs</i>	Attainment of Outcome 3: Moderately Unsatisfactory (MU)
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204. As sustainable funding sources and an accompanying fund disbursement mechanism have yet to be finalized under the vendor agreement, this Outcome is significantly delayed. While it was noted that activities under Output 3.3.1 will be undertaken in 2022, the dependencies with Output 3.1.1 mean there is a real risk of insufficient runway to incorporate sustainable financing considerations into the CFS state plan and into their annual budget. To mitigate this, it is imperative that 3.1.1, 3.1.2 and 3.3.1 are all implemented in parallel and in close support of the State Forestry Department of Pahang to create the enabling conditions for success.

Note: The challenge with this strand of work is not developing options of sustainable financing tools; there is plenty of literature and abundant experience from elsewhere - including from Sabah, Malaysia. The real heavy lifting and litmus test of success will be to determine the options that are feasible for Pahang. This requires deep engagement and consultation and ongoing buy-in. It is important to note that at the time of writing, the sub-contractor has been unable to secure critical meetings and consultations with FDPM HQ. Moreover, the vendor's inception report and scoping study took 7 weeks and 5 weeks respectively to clear. The NPM had also deflected clearance of the Inception Report indicating they did not know much about this piece of the Project, reinforcing the MTR's finding of insufficient ownership and dispersal of accountability away from the PSU.

C. Project Implementation and Adaptive Management

Overall Analysis of Project Implementation and Adaptive Management

Project Implementation & Adaptive Management	Rating 3: Moderately Unsatisfactory (MU)
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205. The 7 benchmarks of implementation below were evaluated. The Project overall, since its outset in 2014, has been moderately unsatisfactory due to multiple false starts, sub-optimal management, frequent turnover and disruption of continuity, as well as insufficient progress and financial expenditure. However, it is important to distinguish here the effort made by the current PMU since the Project extension was granted and since new resources were onboarded in November and December 2020, including a new NPM. In this regard, the PMU can take credit for injecting new life, enthusiasm and momentum into the Project, which was long overdue. And while delivery has fallen short of expectations on a number of fronts, a few efforts have been laudable. With some adjustment to the overall delivery model and governance structure, as well as to individual outputs, there is potential for

the Project to realize some elements the overall objective, although it is highly unlikely where things currently stand to realize the full breadth of the objective's ambition at the scale of its original design.

206. There is generally good compliance with UNDP, KeTSA and GEF rules and procedures including financial management and procurement requirements. However, there are significant weaknesses associated with some aspects of project management arrangements, M&E systems and reporting that warrant some remedial action to tighten the ship going forward.

Management Arrangements

207. The project is being implemented by KeTSA as the Executing Agency / Implementing Partner. The UNDP, as the GEF Implementing Agency, oversees the implementation of the project through an assigned UNDP Country Office Program Manager. In its administration, UNDP is guided by UNDP and GEF guidelines. The Project Board is vested with the overall responsibility of providing strategic advice on the implementation of project and ensure delivery of targeted outputs and outcomes. Per Section II E, there have been few notable deviations to the Project's management arrangements following the IRR, primarily the jettisoning of the original concept of TWGs which have been replaced by the 3 key executing partners, as well as a reconstitution of the Project Board by the AMAP in September 2019.

208. NSC and PMU meetings have been consistent, however insufficient frequency of NSC / PB meetings (**Meeting 1:** August 2014; **Meeting 2:** Sept 2015; **Meeting 3:** July 2016; **Meeting 4:** April 2017; **Meeting 5:** August 2017; **Meeting 6:** Sept 2019; and **Meeting 7:** Jan 2021), continuity of membership from key agencies, as well as the untenable number of participants (i.e., 40 attendees in 2019 and 46 attendees in 2021) is a drain on meeting efficiency and makes the ability to undertake deeper dives difficult. National fora, where the Project is discussed by FDPM, have contributed to sub-optimal ownership, dilution of prioritization and poor visibility among other national initiatives and ought to be remediated.

209. There has been an unusually high-level of turnover of the NPD up until 2019, after which there has been much-needed stability and consistency. There is unanimous favourable perception towards the commitment and technical expertise of the current NPD and the MTR consultant team encourages continuity of the current NPM until the end of the Project is imperative to minimize disruption and achieve maximum results towards the objective. It is also believed the seniority of the NPD strikes the right balance between decision-making authority and a hands-on role in the Project's implementation.

Table 18: List of National Project Directors of the IC-CFS Project (2014-2021)

No.	NPD Name	Year	Effective date as NPD
	Ministry (NRE/KETSA)		
	Department JPSM(FDPM)		
2014			
1	Haji Zahari Bin Ibrahim	Deputy Director/Head of Section (Inland Forest Management)	(March / April 2014)
2	Hamdan Bin Napiah	Ketua Penolong Pengarah Kanan/Section Head (Wetlands Forest Management)	15 May 2014

Table 18: List of National Project Directors of the IC-CFS Project (2014-2021)			
No.	NPD Name	Year	Effective date as NPD
3	Tuan Haji Yusoff Bin Muda	Deputy Director/Head of Section (Inland Forest Management)	1 July 2014
2017			
4	Dato' Seri Dr Azimuddin Bin Bahari	Deputy Secretary General (Environment Management), Ministry of Natural Resources and Environment	29 August 2017
2018			
5	Dr Megat Sani Bin Megat Ahmad Supian	Dr Megat- Undersecretary Biodiversity and Forestry Management Division, Ministry of Water, Land and Natural Resources Dr Azalia-Deputy Undersecretary (Biodiversity Section), Biodiversity and Forestry Management Division, Ministry of Water, Land and Natural Resources	26 July 2018
6	Dato' Wan Mazlan Bin Wan Mahmood	Dato' Mazlan- Undersecretary Biodiversity and Forestry Management Division, Ministry of Water, Land and Natural Resources Ms Uma-Principal Assistant Secretary (Forestry Section), Biodiversity and Forestry Management Division, Ministry of Water, Land and Natural Resources	1 October 2018
2019			
7	Dato' Haji Zahari Bin Ibrahim	Dato' Zahari- Deputy Director General (Policy and Planning), Forestry Department Peninsular Malaysia Dato' Puat-Senior Director, Forestry Management Division, Forestry Department Peninsular Malaysia	14 October 2019

210. The wider PMU, consisting of close to 30 individuals (including a focal point officer from each of the executing partner agencies, head of component and state focal point officers), is perceived by the Project as supportive and experienced, but needs to be empowered to deliver and drive the Project to meet the stated objectives; there is a rigid hierarchy and state staff seldom act, or are reluctant to do so, without clear approval and direction from superiors which has constrained the Project. Ownership and accountability is dispersed and not concentrated within the PSU, as it normally should, which would be imperative to define key delivery strategies and foster shared understanding of what the implementation roadmap looks like. Unfortunately, a bloated organizational structure concentrates ownership with state focal points rather than with the PSU and a high risk of potential overlap in responsibilities and disconnects. Notable exception can be made for progress in Perak, where a higher

number of livelihood-related activities and Perak-focused studies are taking place, and where the PSPC has demonstrated a higher capacity for integrating and connecting various disparate activities and stakeholders to ensure buy-in and collaborative execution, that can be emulated by the other states.

211. With a total of 8 staff, the PSU is certainly not lean and is by far the Project with the most staff in all the reviews conducted by the MTR consultant team. Sadly, more staff has not equated to enhanced delivery. Similarly there has been uncharacteristically high turnover as well within both the PMU and PSU. The table below highlights this turnover for illustrative purposes; with current PSU staff highlighted in purple (assumption made that the DWNP Project Assistant is part of the PSU and identified in green). It is also unclear to the MTR consultant team why for example, the DWNP Project Assistant is not considered part of the PSU.
212. The NPM, while technically experienced and, is not empowered to take decisions independent of the IA and ought to have a stronger pulse on the strategy underpinning each output and activity, the dependencies between them and how they roll up to deliver core objectives; this is and must be the role of the NPM. The MTR has uncovered abundant examples of the NPM deferring to state focal points and coordinators requests both NGOs and subcontracted vendors have called for meetings. Most importantly, the overarching strategy for each output needs to be communicated regularly to the broader team through regular meetings and outward communication, so strategy, progress and monitoring data align. The most notable elements of adaptive management are the identification of risks, and the use of online training to compensate for COVID-19 restrictions, but there has been minimal out-of-the-box thinking.

Table 19: Recruitment History of IC-CFS Contract and Service Staff

No.	Year	Position	Name	Planned	Note @Nov2021
1	2016	Project Assistant TWG WC (G44)	Tan Cheng Cheng	Contract commenced: 1 February 2016	In service, contract may be extended to 2022 depending on outcome of Mid Term Review
2	2016	Research Officer (Q41)	Amal Ghazali Bin Nasron	Contract commenced: 1 July 2016	Resigned end Feb 2018
3	2016	Research Officer (Q41)	Liwauddin Bin Adam	Contract commenced: 1 July 2016	Resigned end March 2018
4	2016	Research Officer (Q41)	Amin Bakri Bin Mudani	Contract commenced: 1 July 2016	Resigned 22 February 2017
5	2017	Research Officer (Q41)	Mohamad Hasrol Shah Bin Hasnan	Contract commenced: 15 March 2017	Resigned 2 January 2018
6	2016	Research Officer (Q41)	Ahmad Meisery Bin Abdul Hakim Amir	Contract commenced: 1 July 2016	Resigned end June 2019
7	2017	Wildlife Assistant (G19)	Mohamad Shahrul Azwan Bin Abd Aziz	Contract commenced: 17 April 2017	Resigned end June 2019
8	2017	Wildlife Assistant (G19)	Fazrin A/L Ahmad Nordin	Contract commenced: 17 April 2017	Resigned end June 2019
9	2017	Wildlife Assistant (G19)	Muhammad Rusydi Ailimi Bin	Contract commenced: 17 April 2017	Resigned end Feb 2019

Table 19: Recruitment History of IC-CFS Contract and Service Staff					
No.	Year	Position	Name	Planned	Note @Nov2021
			Mohamed Salehin		
10	2017	Wildlife Assistant (G19)	Wan Mohamad Adham Bin Wan Mohamad	Contract commenced: 17 April 2017	Contract not extended by DWNP. Last salary March 2020.
11	2017	Wildlife Assistant (G19)	Ridzuan A/L Hasan	Contract commenced: 17 April 2017	Contract not extended by DWNP. Last salary March 2020.
12	2017	Wildlife Assistant (G19)	Mohamad Syaiful Rusdi Bin Mohd Sharif	Contract commenced: 17 April 2017	Contract not extended by DWNP. Last salary March 2020.
13	2017	Wildlife Assistant (G19)	Mohamad Hadrul Bin Hashim	Contract commenced: 17 April 2017	Contract not extended by DWNP. Last salary March 2020.
14	2017	Wildlife Assistant (G19)	Mohd Bukhairi Bin Mohd Nasir	Contract commenced: 17 April 2017	Contract not extended by DWNP. Last salary March 2020.
15	2017	Wildlife Assistant (G19)	Mohd Afiq Bin Kamarudin	Contract commenced: 17 April 2017	Resigned end June 2018
16	2017	Project Assistant TWG PES&SFM - Forest Economy Section (E41)	Norhaslinda Binti Yusof	Contract commenced: 1 February 2017	Resigned end Dec 2018
17	2017	Project Assistant TWG PES&SFM - Enforcement division(G41)	Siti Norfaezzah Binti Ahamad	Contract commenced: 1 February 2017	Resigned end Aug 2018
18	2017	Project Assistant TWG PES&SFM - Geospatialist (J44)	Wan Mohd Shariffuddin Wan Mohd Ariff	Contract commenced: 4 September 2017	Resigned end Aug 2018
20	2017	Information Technology Officer (F41)	Nurul Hidayah Binti Mohamad	Contract commenced: 1 November 2017	Resigned end Dec 2018
21	2016	Administrative/Finance assistant (Q29)	Muhammad Safuan Bin Sulaiman	Contract commenced: 15 April 2016	Contract not extended by FRIM when project put on hold
22	2017	Research Officer (Q41)	Wan Zaki Bin Wan Mamat	Contract commenced: 3 January 2017	Contract not extended by FRIM when project put on hold
23	2017	Research Officer (Q41)	Siti Eryani Binti Suterisno	Contract commenced: 3 April 2017	Contract not extended by FRIM when project put on hold
24	2017	Research Officer (Q41)	Nor Hazwani Binti Ahmad Ruzman	Contract commenced: 1 April 2017	Contract not extended by FRIM when project put on hold
25	2017	Assistant Research Officer (Q19)	Noor Baihaky Bin Che Jamaludin	Contract commenced: 17 January 2017	Contract not extended by FRIM when project put on hold
26	2017	Assistant Research Officer (Q19)	Muhammad Mustaza Hakimi Bin Norzilan	Contract commenced: 1 April 2017	Contract not extended by FRIM when project put on hold

Table 19: Recruitment History of IC-CFS Contract and Service Staff					
No.	Year	Position	Name	Planned	Note @Nov2021
27	2017	Assistant Research Officer (Q19)	-	-	Contract not extended by FRIM when project put on hold
28	2017	General Assistant (H11)	Rosmizi Bin Rosli	Contract commenced: 1 April 2017	Contract not extended by FRIM when project put on hold
29	2017	Assistant Research Officer (Q19)	Shaharudin Bin Md Taib	Contract commenced: 9 April 2017	Contract not extended by FRIM when project put on hold
30	2017	General Assistant (H11)	Nur Hayati Binti Mohd Esa	Contract commenced: 16 January 2017	Contract not extended by FRIM when project put on hold
31	2017	General Assistant (H11)	Khairiz Azry Bin Angik	Contract commenced: 3 April 2017	Resigned end September 2017
32	2016	Johor Liaison Officer (N44)	Voon Mufeng	1. 3 Liaison officers for the 3 priority states of Johor, Pahang and Perak. 2. Johor LO commenced contract on 1 Aug 2016	Only one liaison officer position filled between 2016 to Nov 2020. Johor LO Resigned end of May 2017
33	2020	National Project Manager (VU7)	Dr Samsudin Musa	Contract: 2 November 2020-1 November 2021; 2 November 2021-31 March 2022	In service, contract extended to 31 March 2022
34	2020	Monitoring and evaluation officer (G44)	Dr Nazarin Izzaty Binti Mohd Najib	Contract: 16 November 2020-15 November 2021; 16 November 2021-31 March 2022	In service, contract extended to 31 March 2022
35	2020	Communications officer (G44)	Siti Farhana Binti Mohd Ruslan	Contract: 16 November 2020-15 November 2021; 16 November 2021-31 March 2022	In service, contract extended to 31 March 2022
36	2020	State Project Coordinator (Johor) (G44)	Shazrul Azwan Bin Johari	Contract: 16 November 2020-15 November 2021; 16 November 2021-31 March 2022	In service, contract extended to 31 March 2022
37	2020	State Project Coordinator (Pahang) (G44)	Muhammad Syafuan Bin Ismail	Contract: 16 November 2020-15 November 2021; 16 November 2021-31 March 2022	In service, contract extended to 31 March 2022
38	2020	State Project Coordinator (Perak) (G44)	Dr Agkillah Maniam	Contract: 16 December 2020-15 December 2021; 16 December 2021-31 March 2022	In service, contract extended to 31 March 2022
39	2020	Project Assistant (JPSM) (G44)	Nurshazwani Binti Ab Razak	Contract: 8 February 2021-31 December 2021	In service, contract may be extended to 2022 depending on outcome of Mid Term Review

Table 19: Recruitment History of IC-CFS Contract and Service Staff					
No.	Year	Position	Name	Planned	Note @Nov2021
40	2015	Project Assistant	Anne Majanil	Annual UNDP Contract	In service
41	2020/2021	Research Officer	Recruitment under FRIM-no information available	N/A	Recruitment done by FRIM, as project funds were disbursed to them
42	2020/2021	Assistant Research Officer	Recruitment under FRIM-no information available	N/A	Recruitment done by FRIM, as project funds were disbursed to them
43	2020/2021	Assistant surveyor	Recruitment under FRIM-no information available	N/A	Recruitment done by FRIM, as project funds were disbursed to them
44	2020/2021	Research Assistant	Recruitment under FRIM-no information available	N/A	Recruitment done by FRIM, as project funds were disbursed to them
45	2020/2021	Research Assistant	Recruitment under FRIM-no information available	N/A	Recruitment done by FRIM, as project funds were disbursed to them

213. The MTR concludes the wider PMU has been not been well managed as there is uneven understanding of the strategy underpinning the impact pathways towards the objective. For the MTR consultant team, team roles and responsibilities could be made sharper to improve delivery and accountability. In fairness, part of the issue stems from insufficient empowerment and ownership by the NPM and NPD, a lack of accountability and insufficient prioritization of IC-CFS tasks over ad hoc requests from both FDPM HQ and the State which have consumed time and energy. Consultations have also surfaced concerns of complacency, a reluctance to take decisions without senior management approval and a general atmosphere of resignation that priorities are getting lost within the FDPM government bureaucracy and hierarchy. Going forward, it is recommended to ensure IC-CFS project priorities are integrated into state forestry priorities so SPCs and focal points are accountable for delivery as part of their performance reviews.

Work Planning

Inception, Start Up and Recruitment

214. Based on the GEF-specific project management requirements and the ProDoc, a Project Inception Workshop should be held within 3 months of project signature which was not the case for the IC-CFS project. The Project took 1.5 years to complete its inception phase, with an overemphasis being on procurement SOPs that have continued to be a sticking point between the PSU, Implementing Partner and the Implementing Agency. There were and have continued to be delays in the recruitment of Project teams up until December 2020, as well as high-turnover at junctures when implementation was suspended. The situation has stabilized and the MTR consultant team encourages minimum disruption to the status quo as continuity is a hallmark of project management and delivery.

Annual Work Plans

215. Work plan activities are captured in AWP that are submitted on an annual basis and rolled forward each year. AWP contains annual targets, outputs, activities and budgets. The NSC / PB reviews, approves and endorses the annual work plan and budget. The AWP are then subject to the final approval by EPU and UNDP. Work planning is undertaken on an annual basis. Exceptionally, the first such plan developed for 2015 during project inception was included in the Inception Report along with a budgeted work plan for 2016. The Annual Work Plan is reviewed and reported on quarter. To streamline reporting, full Annual Progress Reports delivered after the 4th quarter at the end of the calendar year have been stopped with prioritization of the Quarterly Project Report and the more extensive annual Progress Implementation Review, from July to June, which is required by GEF and submitted every 4th quarter.
216. Evidence suggests that consultations conducted as part of the 2021 Annual Work Plan have been collaborative and consistent with standard practice, but have had to go through multiple revisions to accommodate feedback from the IA. The MTR has surfaced activities and indicators for which there is no clear plan signalling the absence of a coherent strategy and how the results hierarchy is intended to deliver the core objectives. Monthly PMU meetings are essentially marathon sessions with little time to go into deep dives and planning. Although much improved from IC-CFS 1.0, administrative requirements have resulted in long delays in contracting and procurement, which have affected project scheduling and efficiency. The Project is simply spending too much time on procedural matters such as discussing contracting SOPs as opposed to delivery.

Adaptive Management

217. The implementation of the work plans have not been timely overall with activities regularly slipping into the subsequent years, mainly due to contracting and procurement issues. 2021 has been no exception and suffered additional adverse effects from the pandemic as it slowed down activities, prohibited staff travel, and in-person meetings and field visits with stakeholders. The project though has been quite flexible, and to manage the new COVID-19 risk to implementation and the PSU has shifted to virtual activities and laid the contractual foundation for various upcoming activities with stakeholders and partners. The MTR has surfaced poor project management best practices such as ongoing risk management, spending on mitigation and underemphasis on dependencies and critical path. These are the foundation for adaptive management and course correction and should be integrated in the PSU's project management playbook.

IC-CFS Business Model

218. As noted elsewhere in the MTR report, there has been an overreliance on sub-contracting work out as opposed to building internal capacity within the key stakeholder agencies. The following table is a snapshot of just some⁶⁴ of the technical consultants that have been brought on board to do much of the heavy lifting under the project. Most worrisome is that the MTR undertook a review of the TORs of most consultants and there were inadequate provisions to impart knowledge back to the core IC-CFS agencies. Left to continue and without built-in feedback, this business model will result in increased capacities of sub-contractors and not Federal and State agencies. Moreover, the NPM has not played an essential role in vendor management that one would expect with such a heavy outsourcing model and ownership is concentrated with one of the executing partner agencies and with UNDP. It is also based on this business-as-usual approach and the flawed business model that the

⁶⁴ This list is not exhaustive and does not include contracts with NGOs such as PELINDUNG, MYCAT, MNS and WWF, nor with Alami Technologies.

MTR consultant team has concluded the likelihood of achieving the objective as weak, and insufficient to engineer the requisite paradigm shift.

Table 20: List of Current Sub-Contractors 2021

No	Responsible party	Consultant	Consultancy type	Contracting Date & Disbursement Schedule	Total contract (RM/USD)
1	DWNP	Resource Stewardship Consultants Sdn Bhd (RESCU)	Socioeconomic study of the human-elephant conflict at RPS Banun, Perak (Output 2.3.2)	12 May 2021 (10% May, 20% June, 30% Aug, 25% Oct, 15% Nov)	RM67,868
2	DWNP	UPM Consultancy & Services Sdn Bhd	Socioeconomic study of Orang Asli community in Sungai Yu Corridor, Merapoh, Pahang and Gerik Corridor, Belum-Temengor Perak (Output 2.3.1)	26 April 2021 (10% June, 20% June, 30% Aug, 25% Oct, 15% Nov)	RM175,182.70
3	DWNP	UITM Technoventure Sdn Bhd	Develop Wildlife Food Planting Guide (Output 2.2.1)	11 May 2021 (10% June, 20% July, 30% Sept, 25% Oct, 15% Nov)	RM93,969
4	DWNP	Uni-Technologies Sdn Bhd	Develop Non-Consumptive Wildlife Tourism Guide at CFS1:PL2, Perak (Output 2.3.2)	19 May 2021 (10% June, 20% June, 30% Sept, 25% Nov, 15% Dec)	RM93,765.48
5	JPSM	UPM Consultancy & Services Sdn Bhd (rehab)	Consultancy for rehabilitation of ecological corridor with local community in Perak, Pahang and Johor (2.2.1).	24 August 2021 (20% Oct, 40% Nov, 40% Jan 2022)	RM268,373.34
6	JPSM	UPM Consultancy & Services Sdn Bhd (assessment)	Consultancy for assessment of forest rehabilitation work in ecological corridors Perak, Pahang and Johor under CFS project (2.2.1).	24 August 2021 (20% Oct, 50% Nov, 30% Jan 2022)	RM79,680.20
7	JPSM	Dr Christine Fletcher and Dr Ismail Harun	Consultancy for gazette process in Perak, Pahang and Johor (Output 2.2.2).	Awarded to vendor (40% Nov, 60% Jan 2022)	RM76,113.60
8	JPSM	Dr Azani Alias and Dr Sheena Bidin	Consultancy to develop guideline for procurement of tree seedling/sapling from local community nursery (Output 2.3.1).	Awarded to vendor (40% Oct, 60% Jan 2022)	RM79,027
9	JPSM	UITM Technoventure Sdn Bhd	Consultancy to develop programme and training module(s) for CEPA programme in Perak, Pahang and Johor (Output 2.3.3).	Awarded to vendor (20% Oct, 50% Nov, 30% Jan 2022)	RM203,029.01

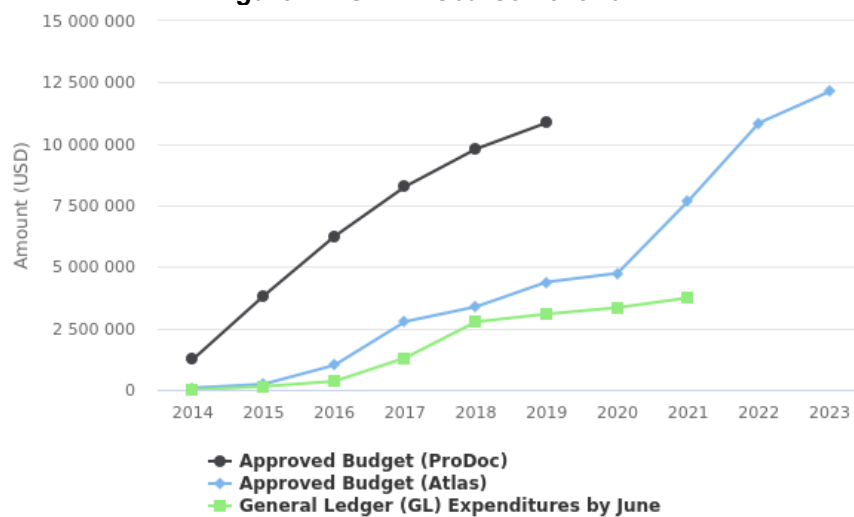
Table 20: List of Current Sub-Contractors 2021

No	Responsible party	Consultant	Consultancy type	Contracting Date & Disbursement Schedule	Total contract (RM/USD)
10	UNDP	PE Research Sdn Bhd (Component 3 consultancy under UNDP Procurement)	Develop sustainable financing plan for Pahang state, and develop alternative sources of funding for CFS	1 Sept 2021 awarded to vendor for 2021&2022(USD 178,000 budgeted in the AWP 2021 - awarded USD299,895, 5%, 5%, 10%, 20%, 20%, 20%, 15%, 5%)	USD299,895

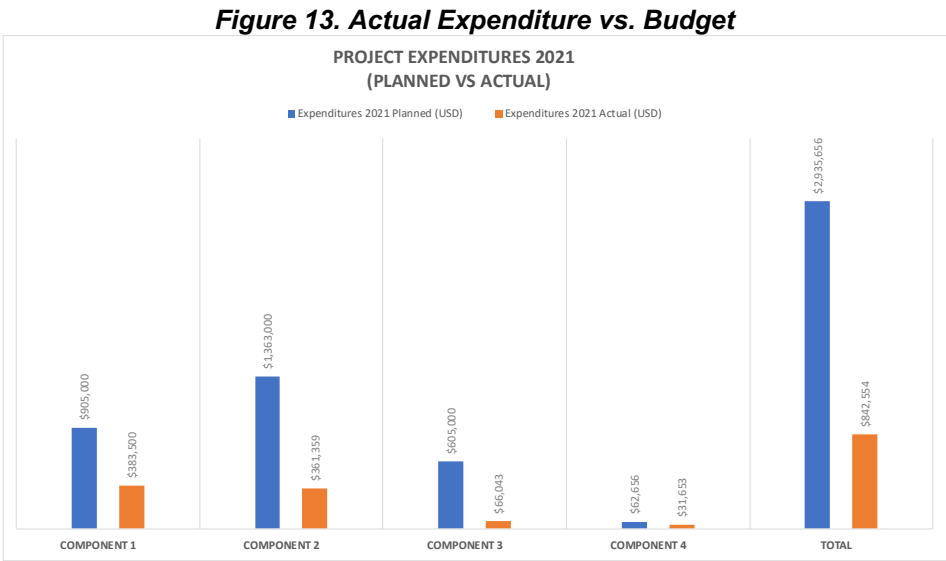
Finance and Co-Finance

GEF Funds

219. During the commenting phase, the MTR consultant team revisited financial delivery and progress against expenditure of GEF resources – currently at 47% – and there has been a significant uptick at the end of Q4 2021, which bodes well for the two years remaining. With many new contracts activated between Q3 and Q4 and others set to close, there were high expectations that this number would increase significantly as final payments are disbursed. However, at the time of writing many activities and contracts activated late in 2021 or not at all, will spill into 2022.

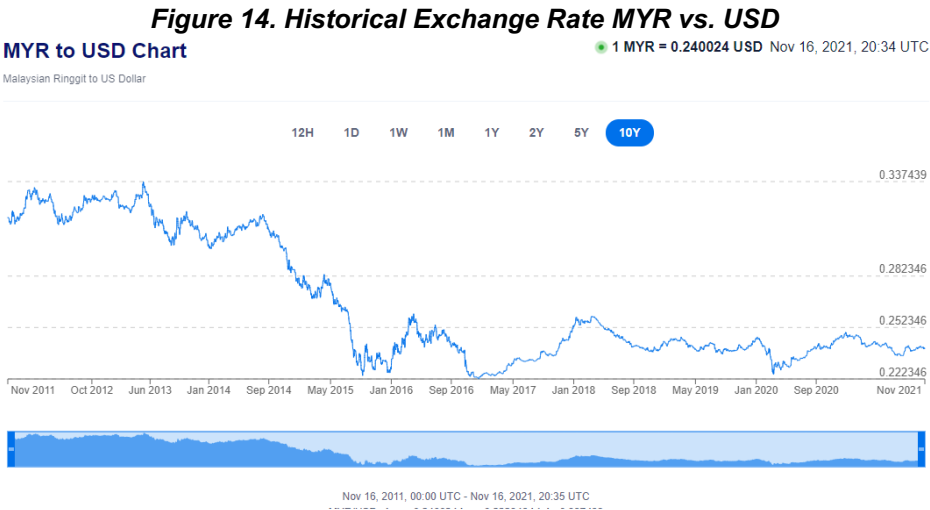
Figure 12. GEF Disbursement 2021 PIR

220. The shifts in the Project's implementation due to the pandemic are also reflected in the IC-CFS project's budget expenditures. While Project spending has proceeded sub-optimally until May 2020, there was renewed optimism when the PSU was reestablished in November 2020 in advance of the 2021 AWP. Unfortunately, as noted in the figure below, COVID-19 has led to substantially decreased expenditure and reduced expectations for the remainder of the year and muted expectations for an uptick in financial delivery.



Source: CDR dated 24 November 2021 against 2021 AWP

221. The Project is faced with the tall task of delivering outputs to the value of US\$ 6.6 million (not factoring Project Management costs of US\$ 515,000) in the remaining two years. In reality the project needs to be spending at a rate of US\$ 3.3 million in each of the next two years. It is highly unlikely the Project will be able to accelerate spending due to the time it takes for example to clear reports and deliverables by sub-contractors and the multiple layers of approvals. For example, in Q4 of 2021 alone it took 7 weeks to clear PE Research’s Inception Report and 5 weeks and counting - at the time of writing - for the scoping study to be fully reviewed. These types of service levels are not indicative of a project firing on all cylinders.
222. It is also worth noting that the Project benefited from a historically favourable exchange rate allowing for GEF funds to go further.



Co-Financing

223. As of September 2021, co-financing mobilized is MYR 154,523,805.00 (approximately US\$

37,203,290.36) and is 102% of what was committed at the outset of the Project. Certain activities have questionable cost efficiency and the direct contribution of the co-financing to the current overall impact the Project has made remains questionable. Procurement and administrative matters need to be tightened to improve delivery.

224. Furthermore, Co-financing does not appear to be tracked in any of the AWP, QPR or PARs and this is a gap that should be corrected going forward. PIRs need not track co-financing per GEF guidelines.

Table 21: Co-Financing

Sources of Co-Financing	Name of the Co-Financer	Type of Co-Financing	Investment Mobilized	Amount (MYR)
Recipient Country Government	Malaysia Plan (RMK 10) - Management and Development of CFS	Grant	Investment mobilized	10,767,133
Recipient Country Government	Malaysia Plan (RMK 11)- Management and Development of CFS	Grant	Investment mobilized	5,407,371
Recipient Country Government	Malaysia Plan (RMK 12) - Management and Development of CFS	Grant	Investment mobilized	7,967,629
Donor Agency	Belum Temenggor Forest Complex, Peninsular Malaysia-Conservation and Management of Hornbills in a Globally Important Hornbill Landscape in the Central Forest Spine - January 2018- December 2021 - National Conservation Trust Fund (NCTF)	Grant	Investment mobilized	35,528
Donor Agency	Empowering the Orang Asli communities in Titiwangsa Central Forest Spine, Manjung coastal community & youth groups to protect, monitor and conserve their biodiversity & forest resources – April 2021- Mac 2023/ - National Conservation Trust Fund (NCTF)	Grant	Investment mobilized	11,932
Donor Agency	Yayasan Hasanah - Toolkit for Ecosystem Service Site-based Assessment (TESSA)	Grant	Investment mobilized	450,000
Recipient Country Government	Review of the CFS Master Plan	Grant	Investment mobilized	1,000,000
Donor Agency	Yayasan Hasanah - Protecting Amanjaya Forest Reserve through continuous patrolling with local Orang Asli	Grant	Investment mobilized	200,000

Table 21: Co-Financing				
Sources of Co-Financing	Name of the Co-Financer	Type of Co-Financing	Investment Mobilized	Amount (MYR)
Recipient Country Government	Forestry Department Peninsular Malaysia (FDPM) Salaries	In-kind	Recurrent expenditures	649,032
Recipient Country Government	Department of Wildlife and National Parks (DWNP) Salaries	In-kind	Recurrent expenditures	77,400
Recipient Country Government	Rentals DWNP	In-kind	Recurrent expenditures	3,600
Recipient Country Government	Rentals FDPM - Office space and Equipment	In-kind	Recurrent expenditures	77,325
Recipient Country Government	RMK 10 JKR - Central Spine Road (CSR)	Grant	Investment mobilized	20,000,000
Recipient Country Government	Utilities FDPM	In-kind	Recurrent expenditures	5,003
Recipient Country Government	Utilities DWNP	In-kind	Recurrent expenditures	4,000
Donor Agency	Yayasan Hasanah-Restoration of Piah Forest Reserve	Grant	Investment mobilized	55,000
Recipient Country Government	RMK 11 - National Tiger Survey	Grant	Investment mobilized	4,675,000
Recipient Country Government	RMK 12 - Management and Protection of Malayan Tiger at Taman Negara Banjaran Titiwangsa Landscape (TNBT)	Grant	Investment mobilized	18,000,000
Recipient Country Government	RMK10 (2011 – 2015) - Electric fence for elephants	Grant	Investment mobilized	6,852,037
Recipient Country Government	RMK11 (2016 – 2020) - Electric fence for elephants	Grant	Investment mobilized	1,250,000
Recipient Country Government	RMK12 (2021 – 2025) - Electric fence for elephants	Grant	Investment mobilized	7,702,900
Recipient Country Government	RMK10 (2011 – 2015) - National Tiger Conservation Action Plan	Grant	Investment mobilized	810,524
Recipient Country Government Recipient Country Government	RMK 10 (2011 – 2015) – National Tiger Conservation Centre	Grant	Investment mobilized	10,562,745
Recipient Country Government	RMK 10 (2011 – 2015) – National Elephant Conservation Action Plan (Sg. Deka Elephant Sanctuary)	Grant	Investment mobilized	5,246,482
Recipient Country Government	RMK 11 (2016 – 2020) – National Elephant Conservation Action Plan (Johor Elephant Sanctuary Phase 1– Infrastructure Development)	Grant	Investment mobilized	3,750,000

Table 21: Co-Financing				
Sources of Co-Financing	Name of the Co-Financer	Type of Co-Financing	Investment Mobilized	Amount (MYR)
Recipient Country Government	RMK 11 & RMK 12 (2019 – 2025) - National Elephant Conservation Action Plan (Johor Elephant Sanctuary Phase 2 – Infrastructure Development & Program)	Grant	Investment mobilized	7,336,800
Recipient Country Government	RMK 11 (2016 – 2020) – National Tiger Survey	Grant	Investment mobilized	4,677,650
Recipient Country Government	RMK 12 – Projek Taman Negara Banjaran Titiwangsa	Grant	Investment mobilized	8,750,000
Recipient Country Government	2020 - Biodiversity protection & patrolling program – BP3	Grant	Investment mobilized	5,000,000
Recipient Country Government	2021 - Biodiversity protection & patrolling program – BP3	Grant	Investment mobilized	8,000,000
Recipient Country Government	RMK 11 (2016 – 2020) – Perlindungan dan kawalan strategik khazanah biodiversity negara	Grant	Investment mobilized	2,817,750
Recipient Country Government Recipient Country Government	RMK 12 (2021 – 2025) – Program Penguatan Perundangan hidupan liar dan kawasan perlindungan	Grant	Investment mobilized	412,500
Recipient Country Government	RMK 12 (2021 – 2025) – Program meningkatkan kapasiti dan kapabiliti untuk membantaras jenayah hidupan liar	Grant	Investment mobilized	2,112,500
Recipient Country Government	RMK10 -FRIM research in Biodiversity and Forest Management	Grant	Investment mobilized	1,558,164
Recipient Country Government	RMK11-FRIM research in Biodiversity and Forest Management	Grant	Investment mobilized	5,920,300
Recipient Country Government	RMK12-FRIM research in Biodiversity and Forest Management	Grant	Investment mobilized	2,377,500
TOTAL				154,523,805

Project-Level Monitoring & Evaluation

225. The project's monitoring and evaluation (M&E) plan and budget, as provided in Section IV of the ProDoc (pp. 107-111) have not been given due consideration in the Inception Report. There is no description or discussion about M&E in text of the Inception Report, only a simplified version (Table 8, pp. 123-124) of the Project Monitoring and Evaluation Plan and Budget in the ProDoc (Table 14, pp. 111-112) and from which the budget has been removed. Simplification of this Table has resulted in the MTR and TE being classed as 'annual' under the Activity Schedule column which adds confusion and denotes a lack of understanding on the part of PMU and quality assurance on the part of UNDP.

As for reporting, this does not even get mentioned, other than being listed in Table 8 of the Inception Report. Thus, treatment of M&E during the inception period appears to have been 'value removed', rather than 'value added'; and there has been no thorough review of the M&E plan and budget.

226. A variety of project level M&E mechanisms (e.g., HACT Assurance Activity Report, NIM audit report, HACT micro-assessment report, METT) have been utilized. Project-level monitoring and evaluation is poor, with mid-term targets having only been defined one month prior to the 2021 PIR. Again, per Table 14 in the Project Document (page 111), there is US\$ 62,000 allocated for specific studies to establish baselines and mid-term targets, as well as US\$ 30,000 towards annual performance measurement which is sufficiently robust.
227. The Project's M&E has relied on a team member dedicated to this function, who in principle is supported by the State focal points and SPCs and other PSU staff in gathering results from the field and from IC-CFS project's implementing partners and NGOs. While the data the Project has collected and reported has been substantial in quantity, though from an examination of the Progress Implementation Reports (PIRs) and other documents, the data reported has in many cases not been consistent with actual results on the ground, nor matched that required by the indicators in the Results Framework. The pandemic has also made it difficult to verify results at the local level where partner NGOs implemented project activities. The project is also not systematically collecting gender-disaggregated data on the number of community members it has assisted or livelihood benefits accrued. Upfront investment and greater ownership from the Project's designated M&E Officer following the extension would have provided clarity to stakeholders on what data needs to be monitored and for what purpose. Contributions to the annual PIR are reactive, not cohesive and there are examples of inconsistent understanding of why data is being collected.

Stakeholder Engagement

228. Stakeholder engagement of, and ownership by state forest agencies is weak as FDPM is allowing easy wins to slip and there is a dangerous lack of urgency and willingness to maintain the status quo. Engagement of and ownership by DWNP, academic, research and training institutions is slightly less concerning, whereas community engagement needs to be institutionalized, operate less in silos and oriented more strongly towards proving out models for the other 37 remaining landscapes under the CFSMP.
229. Engagement and small-scale capacity building efforts by NGOs have facilitated productive relations between states and Orang Asli communities in the targeted landscapes particularly in Perak, benefit sharing to local communities, including women, but this needs to be more clearly articulated and demonstrated in order to promote greater community ownership which can lead to more effective landscape management, patrols and enforcement measures. There is an opportunity to showcase existing efforts as examples to complement and strengthen the management plans for each state.
230. One strong aspect is the Project's built-in approach to adapt to local government preferences and contexts regarding CFS management and to identify conservation opportunities and interventions which are intended to ensure subnational officials take ownership of the achievements. The SPCs have been an instrumental vehicle for connectivity between national and sub-national priorities, brokering conversations through extensive consultations with stakeholders conducted through the process to gain the greatest consensus possible. One issue is that the participation of women in the meetings especially livelihood consultations at the community level and in decision-making is low.

231. As noted above a significant missed opportunity as been insufficient vision of higher order objectives and results and many activities have operated in silos without mechanisms for cross-pollination and dependency tracking. When the revised SRF was endorsed by the Adaptive Management Advisory Panel and later approved by the Project Board in late 2019, there was no available Project Manager. To cover the gap until a PM could be recruited, a short-term consultant was hired to bring the project forward. A main activity of this was to develop AWP for the full project period. When the NPM was finally onboard in November 2020, the main task was interpreted as implementing against existing AWP, with only minor modifications along the way since they had been sanctioned by the Project's governance. There was thus, no real efforts made to develop a project implementation strategy on how consultant-driven activities should be carried out ensuring capacity building in the Federal and State agencies. Nor were there great efforts made, to ensure that each project activity was carried out with a view to support the larger pictures e.g., for replication and upscaling. Rather the project was seen as set of separate piecemeal activities to be implemented largely by contractors. In many respects the urgency to deliver and meet ambitious extension triggers loomed large and was itself a bottleneck for greater inclusivity and strategic thinking.

Reporting

232. Reporting requirements (e.g., NSC meeting minutes, PIRs, QPRs, PMU meeting and mission minutes etc.) have been carried out fully. While reporting is timely and follows requirements, core progress reporting suffers from problems of the strategic results framework. Contributions to the reports are not methodical, giving rise to confusion to progress on some outputs. As a result, progress is vaguely described in PIRs and somewhat detached from what is actually transpiring on the ground. Adaptive management responses are partially documented. The standardization of various tracking tools and templates must be improved upon.

Communications

233. While internal communications among project personnel, as well as communications between project personnel and key stakeholders for project planning purposes, have generally been effective and make use of digital channels, the poor division of work and convoluted organizational structure is contributing to activities being carried out in a vacuum. The Project is beginning to engage in a robust program for external communications, anchored to a communication plan approved in March 2021. Communication to field staff, sub-contractors and to NGOs on the underlying strategies behind activities, how these are contributing the greater whole and why they are carrying out specific work needs to be strengthened considerably and is the foundation for ownership.

234. The Project has generated a substantial amount of data in its 8 years of operations through its partners the target landscapes. And, there are significant scope and benefits to utilizing more of this data for proving out models that are relevant to other States in the CFS. For this to be possible the communication strategy must also incorporate knowledge management.

235. The Project has in fairness invested heavily in CEPA activities and publications, and is proposing accelerating this work in its 2022 AWP. The MTR consultant team believes that these activities should not be prioritized over core work that is more likely to contribute to the objective. See Figure 1 for the core dependencies related to CEPA related activities.

D. Sustainability

Analysis of Sustainability

Sustainability	Rating
	Moderately Likely

236. The MTR consultant believes the Project first and foremost, has a delivery problem that is in need of fixing. With that said, with little more than “a possible” two years of operations remaining and an uncertain future on whether it can meet the necessary triggers set by the MTR for mid- and end- of 2022, it is prudent to start contemplating an exit strategy and gradual transition.
237. This rating takes into account the efforts by the AMAP to propose a country-owned strategy that can ensure medium-term benefits despite the flawed outsourcing model that is unlikely to increase Federal and State level capacity to execute the CFSMP or strengthen institutional and operational structures. It also reflects the lack of coherence between the different strands of the Project and the dependencies that are intended to have a multiplier effect. It considers the delays that have characterized implementation can reduce the level of ownership of project actions and therefore negatively affect their sustainability. Finally, it is cognizant this Project is part and parcel of a broader national effort in the CFS that will endure due to institutional structures and via national policy through the 12MP, and parallel funding commitments from the Federal government.
238. Certain aspects of the Project’s strategy have the potential to prove out models that increase the likelihood of being sustained after project-end but require careful attention and nurturing for them to stand a chance at becoming a legacy under the IC-CFS. These include community livelihood investments and the socio-economic assessment on which ought to be grounded, the finalization of landscape management planning and their implementation at the 3 target landscapes and the integration of a sustainable financing mechanism for Pahang to reduce pressures of forests. There are nevertheless risks to sustainability that exist, and these are moderate overall. The Project will therefore need to develop a full-fledged exit strategy to address them and to also ensure that the services it has provided to its different stakeholders will be continued once the project is over. It should also be noted that the risks that exist at mid-term may change over the remainder of the Project’s duration, and the exit strategy should be modified accordingly.

Financial Sustainability

239. Financial risks to sustainability are moderate, as verbal and one-off federal government budget commitments and intermittent funding replenishments through ecological fiscal transfer schemes are inconsistent with the systemic issues between federal and state governments when it comes to decision-making on extracting resources from forests. Work on sustainable financing plans has just started and it will take some time to prove out a viable model that will lead to sufficient diversification to change the state government’s calculus that will tip the scales in favor of intact landscapes. The Twelfth Malaysia Plan is a strong lever for the CFS and will certainly receive budget.

Institutional and Governance Sustainability

240. Institutional framework and governance risks to sustainability are significant as existing governance mechanisms within the FDPM are insufficient to give the project the attention it requires

with yearly coordination meetings consisting of numerous projects on the agenda. Governance risks are substantial for landscape management plans, as these will possibly not be established with cross-sectoral governance mechanisms and therefore will not be in the position to tackle important drivers of deforestation and forest degradation. Community-based monitoring such as Local Community Ranger (LCR) programmes established by the Project also bear substantial governance risks as these are currently shared between four entities, as well as due to limited capacities, financial resources and insufficient critical mass, and there is no overarching orchestration. This may change however in the coming months if fully integrated with the DWNP's VetOA initiative.

Socio-Economic Sustainability

241. Socio-economic risks to sustainability are minimal in terms of strong and continued political support towards project objectives and achievements. On the other hand, they are substantial due to insufficient mainstreaming of broader development objectives, such as gender and community development and indigenous issues. Another risk is that the local communities that have been assisted with establishing the beginnings of sustainable income-generating schemes will be unable to obtain the funds necessary to maintain and expand their activities.

Environmental Risks to Sustainability

242. Environmental risks to sustainability are minimal as the Project is putting emphasis on environmental sustainability through the use of native species, promotion of high species diversity in corridor restoration, and planning efforts. Risks from climate change are negligible at best in the near term assuming the Project makes it to operational closure at the end of 2023.

IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION

A. Lessons Learned

243. As part of the MTR, a lessons learned workshop was organized on 5 November 2021 consisting of 28 participants. The workshop was informed by prior self-directed group discussion sessions as participants were placed in one of 5 groups comprised of 5-6 people each. This process uncovered more than 54 lessons, 30 of which were discussed during the workshop itself and prioritized through polling (see Annex L). The MTR consultant team finds the following emerging and relevant lessons gleaned from the review of the documents, consultations with the project stakeholders and from the workshop outputs:

Emerging lesson 1 - documenting requirements prior to embarking on any ICT decision making tools: The Project has proposed a number of ICT tools such as the OSC and an integrated data sharing platform for SMART patrolling and data-driven decision making. Any IT tools should be anchored to a requirements document to ensure it meets the needs of end users and has a cohesive strategy from the outset. These information systems also ought to be accompanied by data sharing agreements and a change management plan, as well as accompanying documentation of new proposed business processes to support transition to how they should be leveraged as part of people's existing job functions.

Emerging lesson 2 - stronger alignment at design of project targets so they are not entirely out of reach from those who ultimately manage projects: While GEF projects must be ambitious to achieve global environmental benefits, they need to balance and take into consideration the sphere of influence of the management teams that implement them so as not to set them up for failure with unrealistic expectations and targets that are complex, especially those related to species. Contexts change and projects should be afforded flexibility to revise outcomes and outputs that clearly cannot be achieved at the end of the project period and replace them with more rational and feasible alternatives.

Emerging lesson 3 - continuity in leadership and resourcing is key to project delivery and even more so in complex ones: Too many resource changes within a project, especially key decision makers, can have significant negative impacts.

Emerging lesson 4 - project teams need to be empowered to make decisions: NIM projects must be country-owned and country-led and delivery teams must have the latitude to make mistakes, learn from them and make firm decisions that stick. As part of the UN Secretary General's Development Reform, accountability should be concentrated in the National Project Manager. The National Project Director should be sufficiently involved to ensure engagement and to facilitate rapid decision making when needed. Clear escalation channels should be established so projects can focus on delivery.

Emerging lesson 5 - too much time focusing on procurement, contracting and administrative modalities can derail delivery: Introduction of new requirements and the reopening of administrative procedures derail projects with many stakeholder contracts and disbursements. These need to be locked from the outset.

Emerging lesson 6 - upfront training and readiness: the Implementing Agency should spend time on readiness and providing guidance and best practice on key themes like project management, financial requirements, and approach to gender and community that need to be addressed at the outset and when there is a change in resourcing.

Emerging lesson 7 - state liaisons and coordinators are key management arrangements for the Malaysian context: The establishment of the State Officer / Liaison has delivered significant benefit in working with the State Agency. When positions at State are not filled, especially coordinating roles, it hampers the project significantly.

B. Recommendations

244. Initially, the MTR had recommended a "long list" of **14 corrective** actions (of which 13 are High and 1 Medium Priority), and **7 augmentative** actions (of which 6 are High and 1 Medium Priority) to be considered by the IC-CFS project. However, in an effort to be more pragmatic and upon discussion with the UNDP Malaysia Country Office and the UNDP Regional Technical Advisor, these were whittled down. In the course of refining the list, augmentative recommendations and those that might be difficult to implement in the time remaining were removed altogether, leaving the **15** recommendations which constitute this final list below.

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
Project Design and Strategy				
1	In spite of not meeting all the necessary triggers for an extension, the MTR consultant team believes there is strategic value to continuing the Project and recommends allowing it to accelerate efforts on activities which will slip into the new year and consolidate results on core work into 2022. <i>Note: There should be no expectation on any subsequent extensions and the Project must deliver hard results. If tangible results towards the objectives are not realized by mid-2022 the Project should take steps to wind itself down gracefully. See Table 5 for suggested new milestone triggers.</i>	Project Design and Strategy	H	IA, RTA and UNDP BPPS
2	The Project's weaknesses in results-based management largely stem from issues of the strategic results framework and from a sub-optimal focus of results planning and monitoring. While the MTR does not recommend revisiting the SRF at this juncture - as it will divert attention away from delivery - it is clear that without streamlining and prioritizing core deliverables, the Project is at a high risk of not	Project Design and Strategy	H	PSU, AMAP, RTA, PSC and GEFSec

⁶⁵ For further details on these recommendations, refer to these numbers as they appear in the text of the report in Section IV

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>realizing its core objective. Furthermore, the Project should avoid spreading itself thin and trying to accomplish everything in each state. Instead, the Project should focus on the value added and what elements have been advanced in each state to prove out a model that can be replicated in other states under the GoM's national flagship CFS initiative.</p> <p>Following the MTR, it is recommended the Project revisit its 2022 Annual Work Plan and adopt a more streamlined work programme which prioritizes on the following investments:</p> <p>Cross-cutting:</p> <p>f) Output 1.1.1: Implementation and refinement of the Biodiversity Monitoring Protocol in the CFS Landscape, one decision-making paper developed and submitted for approval to state and a module developed and included in the standard training programme for sustainable landscape forest management in the CFS (Output 2.3.3);</p> <p>g) Output 1.2.1 - 1.2.5⁶⁶: (i) empowering 5 officers from each state forest department under the wildlife act; (ii) institutionalization of SMART based patrolling system within federal and state forest departments; (iii) enabling / accelerating prosecution of wildlife crime; (iv) data sharing agreement and common data sharing platform; (v) systematic capacity building programme related to monitor biodiversity; (vi) training on SOPs; and (vii) training on forestry crime monitoring, intelligence, investigation and prosecution at federal and state levels;</p> <p>h) Outputs 2.2.2: more critical forest areas <u>within the corridors</u> gazetted based on the outcome of the ongoing study and recent tiger census data;</p> <p>i) Outputs 2.3.3: A standard training programme (Basic, Intermediate, Advanced) for sustainable forest landscape management within CFS developed, mainstreamed into existing CFS implementing agencies at each landscape and institutionalized within IBD Lanchang and/or relevant forestry training institutes;</p> <p>j) Outputs 2.3.3: Continuation of dedicated CFS Counterpart Officer at each state.</p>			

⁶⁶ The Local Community Rangers will only be employed until the end of the year, and thereafter, according to the DWNP, will be absorbed into the VetOA programme to upscale it. Therefore, Output 1.2.3 should be brought to a closure once transition is finalized.

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>Pahang:</p> <p>e) Output 2.1.1: Implementation of Management Plan;</p> <p>f) Output 2.2.1: Rehabilitation of degraded habitats⁶⁷;</p> <p>g) Output 2.3.1: Livelihood activity (Malayan Rainforest Station in Merapoh - hornbill stewards) + cross learning with other livelihood interventions;</p> <p>h) Output 3.1.1 + 3.3.1: Financing plan + state buy-in / commitment to implement at least 1 measure (The end-of-project target is "one state has incorporated sustainable financing considerations into the CFS state plan and into their annual budget").</p> <p>Perak:</p> <p>f) Output 2.1.1: Finalization and implementation of Management Plan;</p> <p>g) Output 2.3.1: Livelihood activities + cross learning with other livelihood interventions:</p> <ol style="list-style-type: none"> MNS - Tualang Honey Harvesting PSPC - Fish sanctuary, fly fishing, trail building for hiking / trekking and herb trail + plant nursery⁶⁸ <p>h) Output 2.3.1: Socio economic baseline study⁶⁹;</p> <p>i) Output 2.3.2: Study on economic losses due to HEC (ties in directly with the consultancy to develop a guideline and action plan on non-consumptive wildlife tourism, which will be piloted in RPS Air Banun);</p> <p>j) Output 2.3.3: Training module on non-consumptive wildlife tourism (bird watching and elephant spotting) developed by DWNP. Training will be piloted using this module. The target audience is indigenous communities in CFS1:PL2 in Perak.</p> <p>Johor:</p> <p>d) Output 2.2.1: Rehabilitation of degraded</p>			

⁶⁷ Pahang has only contributed 120 ha out of the 629 ha that should be rehabilitated.

⁶⁸ Good buy-in has been generated by the project with Perak SFD, and the project has commissioned the development of a guideline to ensure that the plants grown at the nursery meet the requirements of the Perak SFD.

⁶⁹ The MTR notes that while there is no guarantee that it will tie in directly to the livelihood activities initiated under the project (as it is still in an early stage), it is the first study that incorporates gender elements, and will be useful in providing insights from a gender perspective (among other things), as long as the results are shared through cross learning per recommendations.

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>habitats⁷⁰;</p> <p>e) Output 2.1.1: Implementation of Management Plan;</p> <p>f) Output 2.3.1: Livelihood activities: Ecotourism in Kg Peta (apparently initiated under CFS 1.0 but since then not monitored) - recommendation is simply to reinitiate monitoring and tracking of household income. Not to start anything new.</p> <p>Note: <i>Paring down the scope of work in line with the above and removing activities may have consequences and implications on the available budget. The Project should not expect the same budget envelope for less ambition and what was endorsed by the GEF. This however, will help focus on core work and deliverables in the time remaining that are likely to become the legacy of the IC-CFS project.</i></p>			
3	<p>As best practice, it is recommended to strengthen due diligence and improve Social and Environmental Safeguards by:</p> <p>d) Allocating funds towards contracting a short-term Safeguards Specialist from the existing UNDP BRH roster to undertake a desktop safeguards review, to revisit the social and environmental risks identified by the Project at the outset and risks from planned activities, especially those relating to the gazettement of ecological corridors;</p> <p>e) Based on the risk of potential displacement, ensure the Orang Asli in the Project landscape are made aware of the grievance and FPIC mechanism to UNDP if they disapprove of activities which threaten them;</p> <p>f) Engaging MNS to conduct workshop(s) on free and prior informed consent as needed to inform communities of levers and recourse available to them.</p>	Project Design and Strategy	M	PSU, IA and UNDP BRH
Progress Towards Results by Objective and Outcome				
Objective				
4	There is currently insufficient focus on tiger conservation planning in Output 2.2.2. It is recommended the Project leverage tiger data census data as a bridge for collaborative decision-making, bringing together FDPM and DWNP to look at the	Progress Towards Results by Objective and Outcome	H	FDPM and DWNP

⁷⁰ Connectivity and further fragmentation is the biggest problem in Johor, and the Project has only rehabilitated 15 ha out of the 629 ha. The caveat here is that it is imperative that the sites targeted for rehabilitation should improve connectivity of corridor linkages and not be in the middle of the forest reserve.

Table 22: List of Recommendations

Number⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	main points of connectivity and taking a holistic approach to tiger conservation.			
5	The Project should consider repeating the capacity development scorecard immediately following the MTR to reassess progress against the baseline. Ideally this should be done by an experienced consultant who - for continuity - should be engaged again to repeat it prior to the Terminal Evaluation. This will ensure standardization and credibility in its results.	Progress Towards Results by Objective and Outcome	H	PSU
6	<p>The Project needs to be more systematic and requires a paradigm shift with respect to increasing capacity. Currently most outputs are outsourced to consulting firms or to NGOs, which does not build in-house capacity. It is recommended to establish a knowledge transfer mechanism built by the Project in each of the Terms of Reference to strengthen Federal and State capacity. Finally, all 3 states need to be involved in all studies to enhance their understanding of CFS.</p> <p>Generally, CEPA activities should be put on pause at least until mid-2022, until there is a shared vision and coherent capacity building strategy as opposed to one-off trainings and more progress on core deliverables which contribute to the Development Objective.</p> <p>Additional Note:</p> <ul style="list-style-type: none"> The CEPA programme to rehabilitate degraded forest areas (1 ha per state) has already been initiated insofar as hiring the consultants go. These are the ones from UPM. But their contract also includes research to analyses why rehabilitation of degraded forest areas failed previously, and which it seems FDPM needs since they don't have a guideline on rehabilitating different types of forest areas. They've been using 1 standard guideline (and are required by the National Auditors to demonstrate that they are abiding by a guideline - and since there is only 1 standard guideline available, they defaulted to using that one). The latter should be allowed to continue. 	Progress Towards Results by Objective and Outcome	H	PSU
Outcomes 1.1 - 1.2				
7	Without a compelling business case of how the OSC will benefit the Project and help inform decision-making and what data sets from the Project itself will be integrated, and without clearly documented requirements and architecture, this piece of work should either be wound down under the Project or	Progress Towards Results by Objective and Outcome	H	PSU

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	taken forward using co-financing or FDPM resources as a separate initiative.			
Outcomes 2.1 - 2.3				
8	As the Project becomes more successful in empowering state officers under the Wildlife Act (in Perak currently 3 from PSPC and 2 from Forestry Department), it is imperative that the Forestry Department allocates resources to initiate patrolling and enforcement under the Wildlife Act.	Progress Towards Results by Objective and Outcome	M	FDPM
9	In the absence of a standard training programme and to accelerate delivery of Output 2.3.3, the Project may consider leveraging and tailoring the existing training course on managing biodiversity in the landscape "A Common Vision on Biodiversity". The training should also encompass a module on the Biodiversity Monitoring Protocol in the CFS which has been finalized. To ensure sustainability, this training course should be institutionalized in the relevant training institutes, trainers trained and offered to Project and state partners.	Progress Towards Results by Objective and Outcome	M	PSU
10	In the absence of a gender sensitive approach at the onset of the Project, all livelihood-related activities must document sex-disaggregated data and track incremental household incomes resulting from Project activities. A standardized tracking sheet may be disseminated to all relevant agencies/NGOs to ensure appropriate capture of data for monitoring and evaluation. To ensure that indigenous women are benefitting from the activities geared towards them, agencies/ CSOs overseeing a livelihood activity must make sure that the women who are conducting the livelihood activity receive the income directly, and that it is not disbursed or channeled through the male head of household (e.g. raw beeswax production under the tualang honey harvesting project).	Results by Objective and Outcome	H	PSU
Project Implementation & Adaptive Management				
11	Improve the Project's administrative, contracting and payment procedures: f) revisit the Project's administrative Standard Operating Procedures immediately following the MTR one final time and get sign off by the IA and IP with <u>all</u> use case scenarios and permutations fully documented therein. If new requirements emerge, an amendment to the SOPs shall be undertaken first, before they are introduced to minimize disruption and reputational risk. Any	Project Implementation & Adaptive Management	H	IA, IP and PSU

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>contracts already in flight should proceed uninterrupted;</p> <p>g) standardize overhead / administrative payments to sub-contractors (e.g. pro bono work being done by WWF vs. 10% administration fee for MyCat);</p> <p>h) establish a reasonable holdback to all work undertaken by consultants and firms, although the Project should use its discretion in cases where grassroots organizations do not have liquidity and are unable to "float" salary payments to Local Community Rangers;</p> <p>i) establish Service Level Agreements for processing of payments and salaries and enforce these vigilantly. Deviations should be escalated to the Senior Management committee;</p> <p>j) Implementing Agency to provide upfront and ongoing refresher training on financial procedures and obligations of GEF projects.</p>			
12	Provide upfront and ongoing refresher training on project management best practice and how to apply a gender lens to GEN2 projects should be the norm as is the case with other UNDP Country Offices. This can help build relationships with the IP and also establish the necessary readiness to succeed at implementation.	Project Implementation & Adaptive Management	H	IA
13	<p>Strengthen the Project's governance and management arrangements:</p> <p>g) initiate PSC meetings twice annually for the remainder of the Project. The first should gauge and take stock of progress on the previous year's AWP and help remove barriers / obstacles to implementation, while the latter should approve the following year's AWP. Additional extraordinary sittings of the PSC may be necessary as key issues and risks emerge, but these can be handled virtually or electronically;</p> <p>h) establish a small Senior Management "escalation committee" made up of no more than 5 individuals as a formal mechanism to quickly resolve project operational bottlenecks that are escalated. It should function in parallel to the Project Steering Committee. This group can consist of the IA DRR, IP Deputy SG, rotating representative from the AMAP and the GEF OPF to resolve issues. The National Project Manager shall escalate issues (by way of a two-page briefing note) to the Senior Management committee that cannot be resolved internally by the Project through its governance mechanisms for a decision;</p>	Project Implementation & Adaptive Management	H	IA, IP, PSC, AMAP and PSU

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<ul style="list-style-type: none"> i) establish a more dedicated and targeted forum to engage the forestry department. Right now there is just a yearly forum. There should be a dedicated session for this Project to engage Forestry and what needs to be done on an expedited basis; j) empower the NPM to be the owner, strategist and orchestrator of all activities; k) The job scope of the SPCs should be amended whereby oversight of the Project ought to be added into their respective KPIs to enable them to prioritize activities as opposed to ad hoc FDPM requests; l) key decision makers from the Implementing Agency (IA) and Implementing Partner (IP) or their representatives with delegated decision-making authority must be present at key meetings (including PMU meetings, Annual Work Planning etc.). The IA and IP must either attend and contribute to discussion directly, or respect the country driven approach and decisions made at these forums. The Project should not be made to wait for post-facto input that can reverse decisions in the best interest of the Project. If a decision maker cannot be at the meeting either it is moved to accommodate or all parties shall respect decisions made. The IA should be invited to all key meetings. 			
14	<p>Improve work planning, stakeholder engagement and communication:</p> <ul style="list-style-type: none"> f) Establish regular regimented project updates open to all Project stakeholders and to the PSC, to break out of silos and connect with the broader picture. It is incumbent on the NPM, in consultation with the NPD, to define the strategy and coherence of all work to deliver on the Project's core objective; g) Make better use of all members of the PSU ensuring accountability for roles and division of workload. The entire PMU and SPCs should understand the strategy behind activities and dependencies between them; h) Establish a forum to enable cross-pollination between sub-contractors, between NGOs and between both, as a mechanism to surface dependencies, overlap and efficiencies; i) Conduct exchange visits between the states involving teams of forestry staff, executing partners and community representatives with clear objectives for structured knowledge sharing, 	Project Implementation & Adaptive Management	H	IA and PSU

Table 22: List of Recommendations

Number ⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	documentation and results dissemination; j) Make an Engagement Plan for continuous and senior project engagement with corresponding senior levels at the States e.g. State EPU and State Secretary and at the Federal Level to the National Lands Council.			
Sustainability				
15	<p>The Project's efforts to engage women and to avoid elite capture of benefits at the community level are inadequate. In order to mainstream gender and social equity into implementation, the Project is advised to:</p> <p>h) ensure both initial and ongoing "floating" support by UNDP community and gender subject matter experts to all projects within the portfolio is recommended. Projects should not bear the burden of undertaking gender responsive implementation and community engagement without proper guidance, especially if projects were not designed as such and afforded a budget to do so;</p> <p>i) amend the Project's "Stakeholder Participation and Communication Strategy". The strategy document should contain the strategy of engaging women and other disadvantaged groups, informed by the Project's forthcoming socio-economic survey(s) results. The strategy should spell out the principles of engaging women and disadvantaged groups into project implementation (including the identification of beneficiaries of livelihood development activities), translate them into clear strategies and operationalize them through a Stakeholder Participation and Communication Plan. This Plan should contain trackable targets which shall be linked to and tracked by the Project's monitoring system;</p> <p>j) collect indicators specific to gender and disadvantaged groups in the course of monitoring to allow adaptive management to focus on the effective mainstreaming of these broader development objectives⁷¹;</p> <p>k) vigilantly collect sex-disaggregated data for utilization in all internal and external reporting</p>	Sustainability	H	IA, IP and PSU

⁷¹ Sex-disaggregated data refers to any data on individuals broken down by sex. However, gender indicators are more than data disaggregated by sex, and involve data analysis to reveal gender roles, relations and inequalities in society. Because gender roles, relations and power dynamics within a community may change over time, gender indicators play an essential role in monitoring these changes. Gender indicators can refer to quantitative or qualitative indicators based on sex-disaggregated statistical data. Quantitative gender indicators measure numerical changes over time, while qualitative gender indicators measure changes in experiences, attitudes or perceptions.

Table 22: List of Recommendations

Number⁶⁵	Recommendation	Category	Priority (H=high; M=medium)	Primary Responsible Unit(s) or Party(ies)
	<p>including PIRs, PAR etc.;</p> <p>l) give gender equity due consideration for identifying beneficiaries of livelihood investments. Instead of the generic type of activity (e.g. honey harvesting) driving the selection of eligible beneficiaries, the needs of those who are most heavily depending on forest resources and are thus most impacted by resource use restrictions for conservation should be identified and their alternative livelihood needs be met;</p> <p>m) consciously contract women facilitators to engage with women in the Project landscapes;</p> <p>n) ensure an understanding of gender-based power dynamics within a community. This understanding is essential in informing the design of activities and ensuring that the results are experienced equitably. For example, good practices for distribution of financial aid/ income to ensure that women are recipients of those funds.</p>			

C. Conclusion

245. By its nature, and according to the requirements defined in the ToR, this MTR has followed a rigorous and exhaustive process to gather and analyze extensive data, in order to obtain fact-based evidence that is credible, reliable and useful for the purposes of the review. Through this process, a detailed, objective, and accurate view of the project progress to-date has been obtained with recommendations and conclusions drawn from data which has been cross-referenced and triangulated.

246. The Project strategy remains highly relevant and represents important opportunities of cross-semination and to inform the Government of Malaysia's flagship CFS initiative. While the AMAP was engaged to pare down and reconstitute the results hierarchy, the Project's strategic results framework is still ambitious given the time remaining and yields some weaknesses. Simply put, the number of indicators are untenable and the MTR provides recommendations herein on how to whittle this down further and to concentrate on core deliverables.

247. Unhappily, the Project has realized only 2 of the necessary 6 triggers in full for an extension beyond 2021, and partially achieved two others. The overall conclusion of the MTR is that some limited progress has been made towards the Project's Development Goal that can help to advance elements of sustainable forest landscape management in the Central Forest Spine Landscape to secure critical wildlife habitats, conserve biodiversity and carbon stocks, and maintain the continuous flow of multiple ecosystem services. The MTR consultant team is unconvinced the Project has increased federal and state level capacity at a scale necessary to execute the CFSMP. The latter is a result of a pervasive

business-as-usual outsourcing model, as opposed to "homegrown" strengthening of institutional and operational structures.

248. The vehicle by which increased capacity is to be realized is through the development and implementation of a standard training programme for sustainable forest landscape management within CFS and to be mainstreamed into existing CFS implementing agencies at each of the landscapes, as opposed to one-off ad hoc thematic training sessions. Based on discussions, this work has neither started nor is it on the radar of most stakeholders, and most worryingly, a number of extended PSU staff. Two out of the three sustainable forest landscape management plans are still under development and cannot be piloted. As a result of delays with the OSC, forest landscape management plans will not be informed by either biophysical and socio-economic data sets which represents a missed opportunity and to date, carbon forestry components of the Project are non-existent. Furthermore, management plans cannot be financed sustainably through innovative diversification as these mechanisms are still being explored. Finally, institutionalized engagement of stakeholders both for planning and implementation of forest landscape management plans, along with conflict management are not adequately ensured at the time of the MTR. Capacity development efforts have progressed in spite of COVID-19 but have not been timely, sometimes coming after it was most needed as in the case of Local Community Rangers. Based on training reports, the leveraging of existing training caused disruption and friction between stakeholders involved. The MTR team also observed that capacity building has been delivered piece meal without a unifying framework tying together all training efforts under the project. Similarly, the development and imparting of a comprehensive community awareness raising and capacity development on landscape connectivity and HWC is considered to be highly important in light of the low level of community awareness on the CFS.
249. Disappointingly, the key executing partners have let some easy wins slip by. Efforts to empower FDP staff under the Wildlife Act has been a long and drawn-out process with progress made only in Perak and Johor; the FDP has been reluctant to institutionalize SMART patrols and there has been resistance to readily share data other than through one-off bureaucratic requests, which would make a common data sharing platform entirely redundant. While the Project was intended to be transformative, contribute to more cross-agency collaboration, and be a paradigm shift towards greater mainstreaming of sustainable forest and landscape management, the above are just a few examples - among others uncovered by the MTR - the status quo still prevails.
250. That said, the Project has set in motion many foundational activities and studies, particularly collaborative local SMART patrolling, a biodiversity monitoring protocol to be used as one of the main references for capacity building programme, a number of socio-economic studies, good but isolated examples of community livelihood activities, gazettement of corridors and their inclusion in local district plans, and concerted external communication efforts. If cultivated carefully and cross-stream dependencies are built in, these can help register strong successes in the year ahead. More time is needed to consolidate results of core deliverables.
251. Having been operational for under a year, project management is still finding its footing, but making some strides forward. While technically competent, focus on strategic results and the bigger picture - especially on dependencies between work and impact pathways - is weak and ought to be revisited. Perak provides a good model for the other two project landscapes and can be used as an internal benchmark for performance. Financial delivery of GEF funds is sub-optimal and given the current burn rate is only likely to cross 50% in 2022. Efforts to ensure that government co-finance effectively contributing to the achievement of results must be actively monitored.

252. Institutional and financial sustainability of the Project are likely to endure as part of the government's broader CFS mandate and commitments in the 12MP; however, it is constrained by the lack of institutionalization of landscape management planning and capacity development efforts. The Project should set an example in demonstrating best practices of environmental sustainability by reducing fragmentation between forest reserves as opposed to within them to restore ecological services. For the Terminal Evaluation (TE), the sustainability of results largely hinges on the Project's ability to secure continued funding of landscape management plans beyond the project lifetime, diversify state budgets to reduce pressure on extractive pressures and to prove out management models and mainstream lessons into the flagship CFS programme.
253. Based on delivery to date and insufficient progress on core deliverables that will contribute to the Development Objective, the Project would benefit from streamlining to prioritize outputs that will be key to other projects in the GEF pipeline and those which stand the best chance of being implemented in 2022 rather than just delivered by the end of the Project.
254. In terms of progress towards results, the Project is rated as **Moderately Unsatisfactory (MU)** at the objective level. Progress towards realizing Outcomes 1.1, 3.1 and 3.3 are rated as **Moderately Unsatisfactory (MU)**. Outcomes 1.2, 2.3 and 3.2 have been rated as **Moderately Satisfactory (MS)**, and the remaining outcomes - Outcomes 2.1 and 2.2 - are rated **Satisfactory (S)**.
255. In terms of project implementation and adaptive management the project is rated as **Moderately Unsatisfactory (MU)**. Areas requiring improvement include financial delivery, specifically, in terms of consciously tracking co-funding as part of regular Annual Work Planning. Also, the formulation of and monitoring of appropriate indicators, and strengthening regular communications between project partners are other areas that can be improved on. The Project has demonstrated some adaptive management in response to COVID-19 mobility restrictions, but needs to be more plugged into risk management and dependency tracking to identify the critical path.
256. The sustainability of the Project is rated as **Moderately Likely (ML)**. The main risk to sustainability is institutional fragmentation, complacency with the status quo and insufficient ownership. The Project needs to build momentum in the next year of implementation. Interviewees recognize the additionality that GEF brings to the table to realize global environmental benefits; however, this momentum could stall if a sustainable level of funding is not forthcoming post project.

Table 21: Summary of MTR Ratings	
Measure	MTR Rating
Project Strategy	N/A
Progress Towards Results	Objective Achievement: MODERATELY UNSATISFACTORY
	Outcome 1.1 MODERATELY UNSATISFACTORY
	Outcome 1.2 MODERATELY SATISFACTORY
	Outcome 2.1 SATISFACTORY
	Outcome 2.2 SATISFACTORY
	Outcome 2.3 MODERATELY SATISFACTORY
	Outcome 3.1 MODERATELY UNSATISFACTORY
	Outcome 3.2 MODERATELY SATISFACTORY
	Outcome 3.3 MODERATELY UNSATISFACTORY

Project Implementation & Adaptive Management	MODERATELY UNSATISFACTORY
Sustainability	MODERATELY LIKELY

LIST OF ANNEXES:

- ANNEX A:** Terms of Reference of MTR
- ANNEX B:** MTR Kick-off PowerPoint Slides
- ANNEX C:** Inception Report
- ANNEX D:** Rating Scales
- ANNEX E:** List of Resources and Information Consulted for the MTR
- ANNEX F:** Interviews
- ANNEX G:** MTR Preliminary Findings Presentation
- ANNEX H:** Co-financing Table
- ANNEX I:** Indicative List of Interview Questions
- ANNEX J:** Code of Conduct for Evaluators / Midterm Review Consultants
- ANNEX K:** Revised Strategic Result Framework
- ANNEX L:** Lessons Learned from Workshop
- ANNEX M:** GEF GWP Scorecard(s)
- ANNEX N:** Audit Trail of Comments
- ANNEX O:** Signed MTR Report Clearance Form

ANNEX A: TERMS OF REFERENCE



UNDP-GEF MIDTERM REVIEW NATIONAL EVALUATOR

TERMS OF REFERENCE

BASIC CONTRACT INFORMATION

Location: Home-based with travel to Kuala Lumpur, Gerik (Perak), Merapoh (Pahang) and Kota Tinggi (Johor), Malaysia

Application Deadline: 30 June 2021

Additional Category: Sustainable Development and Poverty Reduction

Type of Contract: Individual Contract Post Level: National Consultant Languages Required: English
Starting Date: August 2021

Duration of Initial Contract: 4 months (August 2021 – 31 December 2021)

Expected Duration of Assignment: 50 working days

Introduction

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled Improving Connectivity in the Central Forest Spine Landscapes (IC-CFS) (PIMS#4594) implemented by the Forestry Department of Peninsular Malaysia, which is to be undertaken in June – December 2021. The project started on 18 March 2014 and is in its sixth year of implementation. The project is scheduled to end on 31 December 2021 after granted a nineteenth month extension. In December 2017, an Independent Rapid Review was commissioned to address the lack of progress to project outputs. Following to the review, an adaptive management plan was developed in consultation with implementing agencies, resulting in adjustments applied to the Strategic Results Framework.

Under the conditional approval received from UNDP in May 2020, the project may be extended until 31 December 2022 (subject to meeting the key milestones in 2021) and a final twelve-month extension until 31 December 2023 (subject to meeting the key milestones in 2022). The MTR process must follow the guidance outlined in the document Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects

http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf

Project Background and Information

The Project “Improving Connectivity in the Central Forest Spine Landscape” (PIMS#4594) is a US\$ 10.86 million GEF-funded project initiated in 2014 that is designed to address the fragmentation of Peninsular Malaysia’s Central Forest Spine (CFS) – valued for its megadiversity of species, including the only remaining population of Malayan tigers, and supplies of water for 90% of the state’s population. Recognising that Malaysia’s rapidly growing economy and illegal trade in forest and wildlife resources are eroding the country’s natural capital and in response to forest fragmentation being identified in the 2005 National Physical Plan as a major threat to the conservation and maintenance of biodiversity, the Government of Malaysia formulated the CFS Master Plan (MP) in 2008 to restore ecological connectivity between forest fragments.

This project contributes to implementing the Master Plan by focusing specifically on conserving biodiversity and ecosystem services in three key forest landscapes, identified to be both critical for tiger conservation in the National Tiger Conservation Action Plan as well as priority linkages in the CFS Master Plan: Belum-Temengor Forest Complex, Taman Negara Forest Complex and Endau-Rompin Forest Complex. In addition to restoring connectivity between these forest complexes, the project will strengthen the national and local institutional frameworks for CFS management and law enforcement, support sustainable forest landscape management and secure sustainability of funding for conservation through the diversification of funding sources and mainstreaming of ecosystem service values into land use planning.

The project objective is to increase federal and state level capacity to execute the CFS Master Plan through the implementation of sustainable forest landscape management plans in three pilot sites, financed sustainably through the diversification and increased allocation of funds for conservation. It is designed to remove the barriers to the establishment of a landscape approach to biodiversity management. The project comprises of three components:

Component 1. Planning, compliance monitoring and enforcement framework for integrated forest landscape management;

Component 2. Sustainable forest landscape management of three priority forest landscapes within the CFS; and

Component 3. Diversification of financing sources for conservation.

See the signed project document at:

<https://www.my.undp.org/content/dam/malaysia/docs/Central%20Forest%20Spine%20Final%20Pro%20Doc.pdf>

Table 1 shows the project basic information:

Table 1. Basic information for the “Improving Connectivity in the Central Forest Spine Landscape” Project

Project Title	Improving Connectivity in the Central Forest Spine Landscape (PIMS#4594)	
ATLAS ID	00077143	
Country, Region	Malaysia, Asia Pacific	
Date Project Document Signed	18 March 2014	
Project date	Start	Planned end

	18 March 2014	31 December 2021 (pending conditional approval up to 31 December 2022)
Project budget	\$10.86 million	
Funding source	Global Environment Facility (GEF)	
Implementing partner	Forest Department Peninsular Malaysia	

The project started on 18 March 2014 and is currently in its sixth year of implementation. Due to a mix of implementation challenges including capacity issues, federal-state relations on forest protection, as well as various phases of COVID-19 movement restrictions imposed since early 2020. The project is scheduled to end on 31 December 2021. Under the conditional approval received from GEF in May 2020, the project may be extended until 31 December 2022, and a final twelve-month extension until 31 December 2023, subjected to project meeting the key milestones in 2022.

Since 4 January 2020 until 6 May 2021, Malaysia has recorded 424,376 confirmed cases of COVID-19 with 1,591 deaths. On 18 March 2020, Government of Malaysia officially enforced the Movement Control Order (MCO) under the Prevention and Control of Infectious Diseases Act 1988 and the Police Act 1967. The order prohibited mass movements, gatherings and restrictions on the entry of all tourists and foreign visitors into the country. Although restrictions were relaxed when cases subsided, Government of Malaysia have again announced the enforcement of MCO across several states from 6 May until 17 May 2021 following the rise of cases nationwide. Although the prolonged movement restrictions have extensively hindered the progress of the project's implementation, the delays had been addressed by having more virtual meetings and discussions and localizing the activities at State and districts level to ensure the implementation can progress with minimum disruption.

MTR Purpose

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and programme outcomes as stipulated in the Country Programme Action Plan (CPAP) 2016 – 2020 between UNDP and the Government of Malaysia, and assess early signs of project success or failure with the purpose of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability. The MTR is also one of the key milestones under the project's conditional approval for its extension before another 12-month extension can be considered and approved.

MTR Approach & Methodology

The MTR report must provide evidence-based information that is credible, reliable and useful.

The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure (SESP), the Project Document, the revised Strategic Results Framework³³, Environmental and Social Safeguards Policy (ESSP), project reports including Independent Rapid Review (IRR), Annual Project Review/PIRs, Quarterly Progress Reports, Adaptive Management Action Plan, extension request and approval package, adaptive management update reports, project budget revisions, national strategic and legal documents, list of relevant stakeholders and any other materials that the team considers useful for this evidence-based review. The MTR team will review the baseline GEF focal area Core

Indicators/Tracking Tools submitted to the GEF at CEO endorsement, and the midterm GEF focal area Core Indicators/Tracking Tools that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach³⁴ ensuring close engagement with the project team, government counterparts (the GEF Operational Focal Point, Project Board Chairperson, National Project Director, etc.), the UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders. Engagement of stakeholders is vital to a successful MTR.³⁵ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials, project team consists of project manager, state project coordinators, monitoring & evaluation officer, communications officer; key experts and consultants in the subject area, Project Board/Steering Committee, Adaptive Management Advisory Panel (AMAP), project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team (only for national team members) may be required to conduct field missions to project sites in Perak, Pahang and Johor.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time, data, movement restrictions and safety guidance in view of the on-going COVID-19 pandemic. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team.

Given the travel restrictions associated with the COVID-19 pandemic, the MTR team should adopt methodologies to ensure consultations and meetings are conducted virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. These virtual techniques should be detailed in the MTR Inception Report, agreed with the Commissioning Unit, as well as incorporated into the Final MTR Report. Any limitations faced during the virtual consultations must be reflected in the final MTR report. In the event travels restrictions are lifted, international consultant will work remotely with national evaluators’ support in the field, provided it is safe for the national evaluators to operate and travel in compliance with the local Standard Operating Procedures (SOPs) for COVID.

The final MTR report must describe the full MTR approach taken, limitations faced and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

The National Evaluator will perform the key tasks as follows:

- Conduct a document review of project related 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, Independent Rapid Review report, Adaptive Management Action Plan, Revised Strategic Results Framework, Project Implementation Reviews, Finalized GEF focal area Tracking Tools, Project Steering Committee meeting minutes, Key Performance

Indicators, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.; provided by UNDP Malaysia Country Office and Project Team.

- Facilitate in MTR inception workshop to clarify their understanding of the objectives and methods of the MTR, producing the MTR inception report thereafter by providing expertise and knowledge in the field of biodiversity and ecosystems, and sustainable forest landscape management in Malaysia.
- Coordinate and conduct field mission with other MTR team members. The mission will consist of interviews with stakeholders who have project responsibilities and site visits to Kuala Lumpur, Gerik (Perak), Merapoh (Pahang) and Kota Tinggi (Johor).
- Assess the following four categories of project progress based on the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for requirements on ratings. No overall rating is required.
- Produce relevant chapters of a draft and final MTR report as assigned by MTR Lead Evaluator.
- Plan with Lead Evaluator and Gender & Community Development Specialist to present the final MTR report in the MTR Concluding Stakeholder Workshop.

Detailed Scope of The MTR

The MTR team will assess the following four categories of project progress. See the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for extended descriptions.

Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results stipulated in the project document/inception report/revised strategic results framework and the CPAP 2016 – 2020.
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national and sector development priorities and plans in Malaysia?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement³⁶.

Results Framework/Log frame:

- Undertake a critical analysis of the project's revised logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable,

Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.

- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively.

Progress Towards Results

Progress Towards Outcomes Analysis:

Review the revised log frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix (Table 2) and following the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table 2. Progress Towards Results Matrix (Achievement of outcomes against End- of-project Targets)

Project Strategy	Indicator ³⁷	Baseline Level ³⁸	Level in 1st PIR (self-reported)	Midterm Target ³⁹	End-of- project Target	Midterm Level & Assessment ⁴⁰	Achievement Rating ⁴¹	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project under two different scenarios, namely a no-extension scenario and a 12-month extension scenario.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

- Identify actual or potential complementarity and/or duplication between the results of this project and two projects ie the completed “Enhancing Effectiveness and financial sustainability of Protected Areas in Malaysia” Project (ATLAS ID 00066114/ PIMS 3967) and the new Malaysia’s Global Wildlife Programme national project (ATLAS ID 00127658/ UNDP PIMS 6458).

Project Implementation and Adaptive Management

Using the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; assess the following categories of project progress:

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document and the Adaptive Management Action Plan. Have changes been made and are they effective?
- Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board/Steering Committee? What steps have been taken to ensure gender balance in the Project Board/Steering Committee?

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project’s results framework/ log frame as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the UNDP Malaysia Country Office Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-financing template (filled out by the UNDP Malaysia Country Office and project team) which categorizes each co-financing amount as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file).

Project-level Monitoring and Evaluation Systems:

Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF- Financed Projects* for further guidelines.

Stakeholder Engagement:

Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?

Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?

Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?

Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:

The project's overall safeguards risk categorization.

The identified types of risks⁴² (in the SESP).

The individual risk ratings (in the SESP).

Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting:

Assess how adaptive management changes have been reported by the project management and shared with the Project Board/Steering Committee.

Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)

Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management:

Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public? Is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?

For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

Sustainability

Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.

Assess whether the project is likely to achieve its expected results under two different scenarios, namely a no-extension scenario and a 12-month extension scenario.

In addition, assess the following risks to sustainability:

Financial risks to sustainability:

What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section in the MTR report for evidence-based conclusions, in light of the findings.

Additionally, the MTR Team is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF- Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations in total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table (Table 3)* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table 3. MTR Ratings & Achievement Summary Table for Improving Connectivity in the Central Forest Spine Landscapes (IC-CFS)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	

	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

Duration of Work

The total duration of the National Evaluator will be 50 working days starting 15 July 2021 and shall not exceed six months from when the National Evaluator is hired. The tentative MTR timeframe is as follows (Below schedule will be discussed further during the first kick off meeting):

30 June 2021: Application closes

1 – 10 July 2021: Selection of MTR Lead Evaluator and team members

15 – 30 July 2021: Prep the MTR Team (handover of project documents)

1 – 7 August 2021 (5 days): Document review and preparation of MTR Inception Report

8 – 15 August 2021 (3 days): Finalization and validation of MTR Inception Report – latest start of MTR mission

15 – 31 August 2021 (11 days): MTR mission: stakeholder meetings, virtual interviews, field visits (if the travel is permitted)

1 – 8 September 2021 (1 day): Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission

9 September – 24 September 2021 (12 days): Preparing draft report and consolidating stakeholders' feedback and comments to the draft report

27 September – 8 October 2021 (3 days): Incorporating audit trail on draft report and finalization of MTR report

11 – 15 October 2021 (3 days): Preparation for management response

15 – 31 October 2021 (2 days): Planning and present the final MTR findings and recommendations at the Concluding Stakeholder Workshop

30 November 2021: Expected date of full MTR completion The start date of contract is 15 July 2021.

MTR Outputs and Deliverables

As part of the MTR Team, the National Evaluator shall prepare and submit:

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	Approximate date: 5 September 2021 (or no later than 2	MTR team submits to the UNDP Malaysia Country Office and project management

			weeks before the MTR mission)	
2	Presentation	Initial Findings to project management and UNDP Malaysia Country Office	Approximate date: 15 October 2021	MTR Team presents to UNDP Malaysia Country Office and project management
3	Draft MTR Report	Full draft report with annexes	Approximate date: 30 November 2021	Sent to the UNDP Malaysia Country Office, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final Report and PPT slides*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Approximate date: 15 November 2021	Sent to the Commissioning Unit

*The final MTR 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.

MTR Arrangement

The Commissioning Unit for this project's MTR is UNDP Malaysia Country Office. UNDP Malaysia will contract the National Evaluator and ensure the timely provision of per diems and travel arrangements within the country for the MTR team, if the travel is permitted. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

The Commissioning Unit and Project Team will provide logistic support in the implementation of remote/virtual meetings if travel to project site is restricted. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the MTR team.

Duty Station

All travels within Malaysia will be arranged by UNDP Malaysia and Project Team, if travel is permitted.

Travel:

Domestic travel to project sites in Gerik (Perak), Merapoh (Pahang) and Kota Tinggi (Johor) will be required during the MTR mission; the COVID-19 travel restrictions permitting. Depending on the COVID-19 travel restrictions the missions may be organized physically or virtually; 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/>.

Qualifications of the Successful Applicants

A team of three independent experts will conduct the MTR - one international team leader (with experience and exposure to projects and evaluations in other regions globally), one national expert from the country of the project and one Gender and Community Development Specialist.

The selection of National Evaluator will be aimed at maximising the overall "team" qualities in the following areas:

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.

Functional Competencies:

Demonstrated understanding of issues related to biodiversity and ecosystems, and sustainable forest landscape management;
 Excellent communication and analytical skills;
 Experience with conducting evaluations remotely will be considered an asset.

Qualifications:

A Master's degree or higher in biodiversity, wildlife management, conservation biology, forestry, environmental or natural resource economics, and environmental studies (10 points).
 Experience applying logical framework analysis and SMART targets in project design and management (20 points);
 Experience working with project evaluation/review for at least 5 years (20 points);
 Experience working in Malaysia and South-East Asian region (10 points);
 Project evaluation/review experiences within United Nations system or international organizations will be considered an asset (10 points).
 Language: fluency in written and spoken English and Malay.

Ethics

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

APPLICATION PROCESS

Scope of Price Proposal and Schedule of Payments

Financial Proposal:

Financial proposal must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.); For duty travels, the UN's Daily Subsistence Allowance (DSA) rates should provide indication of the cost of living in a duty station/destination.

The lump sum is fixed regardless of changes in the cost components.

Schedule of Payments:

20% payment upon satisfactory delivery and acceptance of the final MTR Inception Report and approval by the UNDP Malaysia Country Office

40% payment upon satisfactory delivery and acceptance of the draft MTR report to the UNDP Malaysia Country Office

40% payment upon satisfactory delivery and acceptance of the final MTR report and approval by the UNDP Malaysia Country Office and delivery of completed Audit Trail

Criteria for issuing the final payment of 40%:

The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.

The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).

The Audit Trail includes responses to and justification for each comment listed.

Recommended Presentation of Offer

Completed **Letter of Confirmation of Interest and Availability** provided by UNDP;

Personal CV or a [P11 Personal History form](#), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

Financial Proposal (Annex 2) that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Incomplete applications will be excluded from further consideration.

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:

The educational background and experience on similar assignments will be weighted a max. of 70%.
Only applicants who score a minimum of 50% will be qualified to undertake financial evaluation;
The price proposal will weigh as 30% of the total scoring.

The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Annexes to the MTR TOR

Annexes include: (reference ToR Annexes in Annex 3 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects)

List of documents to be reviewed by the MTR Team

Guidelines on Contents for the Midterm Review Report

Midterm Review Evaluative Matrix Template

UNEG Code of Conduct for Evaluators/Midterm Review Consultants

MTR Required Ratings Table and Ratings Scales

MTR Report Clearance Form

Audit Trail Template

Progress Towards Results Matrix)

GEF Co-Financing Template

Please find the annexes in the separate attachment.

ANNEX B: MTR KICK-OFF POWERPOINT SLIDES



UNDP-GEF IC-CFS
MTR Kick-off Meetin

ANNEX C: INCEPTION REPORT



UNDP-GEF IC-CFS
MTR Inception Repc

ANNEX D: RATING SCALES

Ratings scales presented here are as per guidance in: UNDP-GEF Directorate. 2014. Project-Level Monitoring: Guidance for Conducting Mid-term Reviews of UNDP-Supported, GEF-Financed Projects.

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (HU)	Implementation of some of the components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on

1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained
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ANNEX E: LIST OF RESOURCES AND INFORMATION CONSULTED FOR THE MTR



MTR List of docs.csv

File based on documentation in the following link to MTR information package:

<https://drive.google.com/drive/folders/13JdYcQJ1Ns2o1MgAHC8eyCnX1XUwMbqc>

ANNEX F: INTERVIEWS

# Interview	Date	Agency	Position	Name	Topic discussed
1	21 September 2021	UNDP	Programme Manager	Pek Chuan Ghan	<ul style="list-style-type: none"> - Background and evolution of ICCFS project - Pek Chuan Gan's project roles and level of effort - Gender element - The importance of the project for Malaysian context - Project progress, concern, and forward looking - Positive outcomes of the project - Sustainable financing
2	21 September 2021	UNDP	Environmental Analyst	Seok Ling Tan (Ange)	<ul style="list-style-type: none"> - Ange involvement in the project and evolution of her roles - Importance of the project - Added value of the project - Strategic Result Framework (SRF) process - Gender and community aspects in the project - Bottleneck on contract process and foresee of annual work plan - Success of the project
3	22 September 2021		Consultant for PE research (Sustainable Financing)	Muthusamy Suppiah and Chang Yii Tan	<ul style="list-style-type: none"> - Procurement process and working milestones - Challenges and risks to implement the project and the uptake of the tool - Community and gender - Positive impressions of the project - Vision of this project - Who is going to implement the module - UNDP's role on financing

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4.	22 September 2021		Consultant for component 2	Dr. Christine Fletcher and Dr. Ismail Harun	<ul style="list-style-type: none"> - Contract and scope of work (land gazettement in four corridors) - Gender and community
5	22 September 2021	UNDP	DRR	- Manon Bernier	<ul style="list-style-type: none"> - Gender - Expertise in the project
6	23 September 2021	UNDP	RTA	Gabriel Jaramillo	<ul style="list-style-type: none"> - Project background, evolution and bottleneck - Expectation from the MTR - Achievable project's outputs - Lesson learned - Gender
7	24 September 2021	Plan Malaysia	Director of Regional Planning	Rozita binti Hamit	<ul style="list-style-type: none"> - About Plan Malaysia and Rozita's Roles - Involvement in the ICCFS Project - Land gazettement - Involvement in specific activities - Ecological fiscal incentives - Challenges to integrate the corridor to connect to broader landscape - Community - Key stakeholders in updating CFS master plan - Involvement in the ICCFS Project
		Plan Malaysia		Dr. Wong Seng Fatt	
8	27 September 2021	KETSA BioD & Forest Management, Forest Management Division	Secretary Division	Dr. Farrah Shameen binti Mohamad Ashray	<ul style="list-style-type: none"> - Ketsa Roles - Importance of the project for Ketsa and Malaysia - Ecological fiscal transfer mechanism - Forecast of the project - Project leadership - UNDP leadership - Land is state matter issue - Mainstreaming gender and community aspect - Progress/impact of ICCFS 2.0 - Institutional frameworks
			Assistant Secretary	Choon Keat	
			Assistant Secretary	Tulip Adzarlia binti Mohammad Adzali	
			Secretary Division Principle Assistant Secretary	Dr. Khairul Naim Adham Dr. Aizalyasni binti Anuar	
9	28 September 2021	Enforcement Division	Head	Shahrulnizam bin Kasmani	<ul style="list-style-type: none"> - Shahrulnizam's role - SMART patrol

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		(project partner for component 1)			<ul style="list-style-type: none"> - One stop center (OSC) - Progress on SMART patrol - Management of the project/challenges
10	28 September 2021	Forestry Department Peninsular Malaysia (JP SM)	Head of Forest Economy Section	Tuan Marina binti Tuan Ibrahim	<ul style="list-style-type: none"> - Role in the project and evolution of the roles - The importance to diversify sources of funding other than logging
		Forestry Department Peninsular Malaysia (JP SM)	Senior Assistant Director of Forest Economy Section	Zulnaidah binti Manan	<ul style="list-style-type: none"> - Procurement process and IC-CFS changes (1.0 vs. 2.0) - Importance of ICCFS - Project progress - Priorities
		Forestry Department Peninsular Malaysia (JP SM)	Assistant Director of Forest Economy Section	Muhammad Fekri bin Taib	<ul style="list-style-type: none"> - Positive relationship with UNDP - Positive relationship with FDPM - Gender
11	29 September 2021	Forestry Department Peninsular Malaysia (JP SM)	Director General	Dato' Mohd Ridza bin Awang	<ul style="list-style-type: none"> - Role of Forestry Department of Peninsular Malaysia in IC-CFS Project and the Evolution of the role - The importance of the project - Vision of success of this project - PSC performance - Challenges and solutions - Sustainable financing - Project's progress - Gender and community - SMARTpatrolling - Relationship with UNDP
12	29 September 2021	ICCFS	National Project Director	Dato' Hj. Zahari	<ul style="list-style-type: none"> - Roles - Importance of the project - Challenges - Sustainable financing - Land gazettelement - Ecological fiscal transfer - Annual plan

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					<ul style="list-style-type: none"> - Management plan - SMART patrol - Benefits of the project - Community and gender - Vision for impacts
13	29 September 2021	Forestry Department CFS Section	Head	Rusli Tahir	<ul style="list-style-type: none"> - Roles - Project success - Land gazettement - Project's impact - Sustainability of the project - Project management - Gender
14	29 September 2021	UPM Faculty of Environment Forestry	Consultant on CEPA program (rehabilitation/planting)	Prof Dr. Hazandy Abdul Hamid Dr. Johar bin Mohamed	<ul style="list-style-type: none"> - Roles and experience - Contract - Project progress - Community and gender aspects - Concern
15	30 September 2021	PERHILITAN	Director General	Dato' Abdul Kadir Bin Ab Hashim	<ul style="list-style-type: none"> - Roles - Concerns in payments - Project progress - Priorities - Delegating powers - Project challenges - SMART patrol - OSC - Tree planting program - Gender and community - Prosecution - Project management unit involvement
			Director - Enforcement Division	Dr. Pazil bin Abdul Patah	
			Director - Wildlife Conservation Division	Mohd Taufik bin Abdul Rahman	
			Project Assistant IC-CFS	Tan Cheng Cheng	
			Assistant Director (Enforcement Division)	Siti Nur Ain binti Mohd Isa	
			Senior Assistant Director (Wildlife Conservation Division)	Hazril Rafhan bin Abd Halim	
16	1 October 2021	FRIM	Director, Forest Biodiversity Division	Dr. Lilian Chua	<ul style="list-style-type: none"> - Roles - Project's dynamic and progress - Procurement issue
17	1 October 2021	FRIM	Head of Natural Forest Programme	Nur Hajar binti Zamah Shari	<ul style="list-style-type: none"> - Roles

			Head of Geoinformations Program	Dr. Hamdan Omar	- Project progress
			Research Officer Program Biodiversiti Fauna	Mohammad Shahfiz bin Azman	
			Research assistant 1	Norleyana binti Azman	
			Research Officer	Muhammad Syaridzwan bin Baharudin	
			Contracted officer under component 2.1.1	Norhidayah Abdul Rasid	
18	4 October 2021	Pahang Wildlife Department	Senior Assistant Director	Mohammad Rufino Baipura bin Muhammad	- Roles - Project's progress - Delegation of power
19	4 October	Perak Wildlife Department		Muhammad Munir bin Idris	- Background and roles - Local community rangers - Delegation of powers - SMART patrol - Gender
20	5 October 2021	Johor Economic Planning (BPEN/UPE N)		Mr. Gurpreet Singh Dhaliwal	- Roles - Project's situation and challenges
21	6 October 2021	Economic Planning Unit – International Cooperation Division (GEF Political Focal Point)	Representative/coordinator for International Division	Norzanita Muhamad Mukhtar	- Function and roles in the project - CEPAP Process - CFS in Malaysia 12 Plan - Ecological Fiscal Transfer - Gender and community
			Director Environmental Economic and Natural Resources Division	Che Kodir bin Baharum	
			Deputy Director	Rahim	
			Officer in charge for biodiversity and forestry	Fatimah Abdullah	

			Assistant officer in charge for biodiversity and forestry	Firdaus	
22	6 October 2021	Climate Management Division (GEF Operational Focal Point)	Secretary Division	Dr. Sugumari a/p Shanmugam	<ul style="list-style-type: none"> - Roles - Relevancy on the project pipeline - Understanding of ICCFS Project - Gender
			Senior Assistant Secretary	Sheela Inthiram	
			Principle Assistant Secretary	Marhaini binti Mat	
23	6 October 2021	Perak Forestry Department	Pengarah	Dato' Mohamed Zin b Yusop	<ul style="list-style-type: none"> - Roles (including UPEN's) - Project progress - Impressions - Delegation of power - Management plan - Local community - Opportunity to mainstream gender - Priority moving forward
			Deputy Director (Development)	Siti Dessyma binti Isnani	
			Deputy Director (Operation)	Hj Ramli bin Mat	
			Principle Assistant Director (Planning and Management)	Nor Lokman bin Muhamad Nor Fakru	
			Principle Assistant Director (Silviculture & Biodiversity)	Azmi bin Mohd Zain	
			Principle Assistant Director (Forest Enforcement)	Amsari bin Mahmud	
			District Forest Officer Hulu Perak	Azrul Ekhuan bin Eliah	
			Assistant District Forest Officer Hulu Perak	Shahrul Anuar	
			Assistant Director (Forest Plantation & Innovation)	Ngu Mooi Yean	
			Assistant Director (Planning and Management)	Norlida binti Kamil	
			Assistant Officer - Planning and forest Management	Nurul Ain binti Saharuddin	
			State Project Coordinator	Dr. Agkillah Maniam	

			Ketua Penolong Pengarah	Kumaresan A/L Lingam	
24	7 October 2021	Uni-Technologies Sdn Bhd (DWNP's project consultant for component 2)	Consultant, Enhance Wildlife Tourism	Prof. Amran Hamzah	<ul style="list-style-type: none"> - Scope of work and contract - Gender
25	7 October 2021	Resource Stewardship Consultants Sdn Bhd & University of Nottingham, Malaysia Campus's MEME Program	Consultants for HEC	Teckwyn Lim Wong Ipin	<ul style="list-style-type: none"> - Roles and contract - The work - Community and gender
26	7 October 2021	Pahang State Forestry Department	Assistant Director	Rabiatul Adawiyah Binti Jamil	<ul style="list-style-type: none"> - Project's success - Land gazettement - Management plan - Funding - Challenges - Equipment and data - Crime record process - expectation
			District Forest Officer Lipis	Nor Shahrini bin Nordin Ahmad	
			State Project Coordinator	Muhammad Syafuan bin Ismail	
			Principle Assistant Director (Management)	Encik Nor Zaidi bin Jusoh	
			Senior Principle Assistant Secretary (Unit Perancang Ekonomi Negeri Pahang)	Rudy Rohan bin Johan	
			Assistant Secretary (Environment and Biodiversity) (Unit	Mohd Harith Azizi bin Nor Azam	

			Perancang Ekonomi Negeri Pahang)		
27	8 October 2021	Johor State Forestry Department	Deputy Director of Forestry Department of Johor	Abd Ramlizauyahhudin bin Mahli	<ul style="list-style-type: none"> - Roles - Achievement - Challenges - Management plan - Area for conservation/ gazettement - Gender
				Nurul Hidayah binti Hadzha	
				Syamil Sukawai	
			State Project Coordinator for IC-CFS	Shazrul Azwan bin Johari – Johor	
28	8 October 2021	Johor State Forestry Department	Director	Dato' Hj Salim bin Aman	<ul style="list-style-type: none"> - Roles - Status of land gazettement in Johor - Management plan - Challenges - Community - Sustainable financing - Expected success
29	13 October 2021	Pelindung Alam	Director	Song Horng Neo Liang	<ul style="list-style-type: none"> - Background and roles - challenges
30	13 October 2021	WCS		Mark Rayan Damaraj	<ul style="list-style-type: none"> - WCS and Mark Rayan roles in the project - Recommendations related to priority - Community engagement - Tiger population survey
31	13 October 2021	MyCat	Project Coordinator for ICCFS	Suzalinur Manja (Man)	<ul style="list-style-type: none"> - Background and roles - Contract process - Scope of work - Salary delay and other challenges - Gender
			Administration and accountant coordinator	Kenesh Manokaran (Ken)	
32	13 October 2021	Malaysia Nature Society (MNS)		Yeap CA	<ul style="list-style-type: none"> - Working experience and roles - Gender - Positive impacts of the project - Recommendations
33	14 October 2021	Malayan Rainforest Station	Chairman	Izreen Mukri	<ul style="list-style-type: none"> - About MRS - Contract process - The work - Gender and community
			Secretary and Community Coordinator	Elly	

					<ul style="list-style-type: none"> - Continuity of the work - Knowledge transfer
34	14 October 2021	Perak State Park Corporation	Director	Shah Redza	<ul style="list-style-type: none"> - Work progress - SMART patrol
			Research officer	Lau Ching Fong	
35	15 October 2021	WWF	Coordinator for Poaching Unit (Coordinator for the local rangers)	Dinesh	<ul style="list-style-type: none"> - Scope of work - Salary payment issue - Patrolling sites - Delegation of power - Gender and community
				Mohamed Azlan	
36	15 October 2021	UPM in Shah Alam	Consultant for Food Source Plant	Dr. Nur Nadiah	<ul style="list-style-type: none"> - Contract process - Scope of work - Timeline - Challenges
37	15 October 2021	UPM	Consultant for socio-economic baseline (Professor at UPM and economic adviser for PERHILITAN)	Prof. Abdul Rahim	<ul style="list-style-type: none"> - Contract process - Scope of work - Preliminary result studies
38	18 October 2021	PMU	Project Manager	Dr. Samsudin bin Musa	<ul style="list-style-type: none"> - Roles and background - Importance of the project - Project targets - Delegation of power - Project's progress - Procurement issues
			Project Assistant	Anne Majanil	
			Monitoring & Evaluation Officer	Dr. Nazarin Ezzaty binti Mohd Najib	
			State Project Coordinator – Perak	Dr. Agkillah Maniam	
			State Project Coordinator – Pahang	Muhammad Syafuan bin Ismail	
			State Project Coordinator – Johor	Shazrul Azwan bin Johari	
			Communication officer	Siti Farhana binti Mohd. Ruslan	
			Project Assistant	Nurshazwani binti Ab Razak	
39	18 October 2021	Johor Wildlife Department	Field Manager	Mey Rafedah binti Rosly	<ul style="list-style-type: none"> - Roles - Payment issue
			Field Manager Assistant	Mohamad Arni	
40	18 October 2021		Pahang PSC	Muhammad Syafuan bin Ismail	<ul style="list-style-type: none"> - PSC roles
			Perak PSC	Dr. Agkillah Maniam	

		Project State Coordinators (PSCs)	Johor PSC	Shazrul Azwan bin Johari	<ul style="list-style-type: none"> - Relationship among PSCs and other agencies. - Consultant contract - SMART patrolling - Delegation of power - Challenges
41	21 October 2021	PMU	Project Manager	Dr. Samsudin bin Musa	<ul style="list-style-type: none"> - Procurement issue - Team dynamic, coordination and relationship. - Local community rangers and SMART patrol
42	27 October 2021	Enforcement Division (project partner for component 1)	Head	Shahrulnizam bin Kasmani	<ul style="list-style-type: none"> - OSC demonstration

ANNEX G: MTR PRELIMINARY FINDINGS POWERPOINT SLIDES



UNDP-GEF
IC-CFS_MTR_Prelimi

ANNEX H: CO-FINANCING TABLE

Sources of Co-Financing	Name of the Co-Financer	Type of Co-Financing	Investment Mobilized	Amount (MYR)
Recipient Country Government	Malaysia Plan (RMK 10) - Management and Development of CFS	Grant	Investment mobilized	10,767,133
Recipient Country Government	Malaysia Plan (RMK 11)- Management and Development of CFS	Grant	Investment mobilized	5,407,371
Recipient Country Government	Malaysia Plan (RMK 12) - Management and Development of CFS	Grant	Investment mobilized	7,967,629
Donor Agency	Belum Temenggor Forest Complex, Peninsular Malaysia- Conservation and Management of Hornbills in a Globally Important Hornbill Landscape in the Central Forest Spine - January 2018- December 2021 - National Conservation Trust Fund (NCTF)	Grant	Investment mobilized	35,528
Donor Agency	Empowering the Orang Asli communities in Titiwangsa Central Forest Spine, Manjung coastal community & youth groups to protect, monitor and conserve their biodiversity & forest resources – April 2021-Mac	Grant	Investment mobilized	11,932

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	2023/ - National Conservation Trust Fund (NCTF)			
Donor Agency	Yayasan Hasanah - Toolkit for Ecosystem Service Site-based Assessment (TESSA)	Grant	Investment mobilized	450,000
Recipient Country Government	Review of the CFS Master Plan	Grant	Investment mobilized	1,000,000
Donor Agency	Yayasan Hasanah - Protecting Amanjaya Forest Reserve through continuous patrolling with local Orang Asli	Grant	Investment mobilized	200,000
Recipient Country Government	Forestry Department Peninsular Malaysia (FDPM) Salaries	In-kind	Recurrent expenditures	649,032
Recipient Country Government	Department of Wildlife and National Parks (DWNP) Salaries	In-kind	Recurrent expenditures	77,400
Recipient Country Government	Rentals DWNP	In-kind	Recurrent expenditures	3,600
Recipient Country Government	Rentals FDPM - Office space and Equipment	In-kind	Recurrent expenditures	77,325
Recipient Country Government	RMK 10 JKR - Central Spine Road (CSR)	Grant	Investment mobilized	20,000,000
Recipient Country Government	Utilities FDPM	In-kind	Recurrent expenditures	5,003
Recipient Country Government	Utilities DWNP	In-kind	Recurrent expenditures	4,000
Donor Agency	Yayasan Hasanah- Restoration of Piah Forest Reserve	Grant	Investment mobilized	55,000
Recipient Country Government	RMK 11 - National Tiger Survey	Grant	Investment mobilized	4,675,000
Recipient Country Government	RMK 12 - Management and Protection of Malayan Tiger at Taman Negara	Grant	Investment mobilized	18,000,000

	Banjaran Titiwangsa Landscape (TNBT)			
Recipient Country Government	RMK10 (2011 – 2015) - Electric fence for elephants	Grant	Investment mobilized	6,852,037
Recipient Country Government	RMK11 (2016 – 2020) - Electric fence for elephants	Grant	Investment mobilized	1,250,000
Recipient Country Government	RMK12 (2021 – 2025) - Electric fence for elephants	Grant	Investment mobilized	7,702,900
Recipient Country Government	RMK10 (2011 – 2015) - National Tiger Conservation Action Plan	Grant	Investment mobilized	810,524
Recipient Country Government Recipient Country Government	RMK 10 (2011 – 2015) – National Tiger Conservation Centre	Grant	Investment mobilized	10,562,745
Recipient Country Government	RMK 10 (2011 – 2015) – National Elephant Conservation Action Plan (Sg. Deka Elephant Sanctuary)	Grant	Investment mobilized	5,246,482
Recipient Country Government	RMK 11 (2016 – 2020) – National Elephant Conservation Action Plan (Johor Elephant Sanctuary Phase 1– Infrastructure Development)	Grant	Investment mobilized	3,750,000
Recipient Country Government	RMK 11 & RMK 12 (2019 – 2025) - National Elephant Conservation Action Plan (Johor Elephant Sanctuary Phase 2 – Infrastructure Development & Program)	Grant	Investment mobilized	7,336,800

Recipient Country Government	RMK 11 (2016 – 2020) – National Tiger Survey	Grant	Investment mobilized	4,677,650
Recipient Country Government	RMK 12 – Projek Taman Negara Banjaran Titiwangsa	Grant	Investment mobilized	8,750,000
Recipient Country Government	2020 - Biodiversity protection & patrolling program – BP3	Grant	Investment mobilized	5,000,000
Recipient Country Government	2021 - Biodiversity protection & patrolling program – BP3	Grant	Investment mobilized	8,000,000
Recipient Country Government	RMK 11 (2016 – 2020) – Perlindungan dan kawalan strategik khazanah biodiversity negara	Grant	Investment mobilized	2,817,750
Recipient Country Government Recipient Country Government	RMK 12 (2021 – 2025) – Program Pengukuhan Perundangan hidupan liar dan kawasan perlindungan	Grant	Investment mobilized	412,500
Recipient Country Government	RMK 12 (2021 – 2025) – Program meningkatkan kapasiti dan kapabiliti untuk membantaras jenayah hidupan liar	Grant	Investment mobilized	2,112,500
Recipient Country Government	RMK10 -FRIM research in Biodiversity and Forest Management	Grant	Investment mobilized	1,558,164
Recipient Country Government	RMK11-FRIM research in Biodiversity and Forest Management	Grant	Investment mobilized	5,920,300
Recipient Country Government	RMK12-FRIM research in Biodiversity and	Grant	Investment mobilized	2,377,500

	Forest Management			
TOTAL				154,523,805

ANNEX I: INDICATIVE LIST OF INTERVIEW QUESTIONS

1. What has been the project's main achievements so far as you see them?
2. Where are some of the areas in which the project can improve on in the next three years?
3. Tell me a little about your portfolio and how the project fits into the overall cluster of projects and strategy?
4. This project is about collaboration between different government entities and NGOs involved in tackling the illegal wildlife trade. How has collaboration improved so far under the project? What further collaboration is needed for the remainder of the project to achieve its objectives?
5. Do you know if the project helped inform the latest CPD document?
6. Do you believe the project is still relevant to the Indonesian context compared to when it was first designed? How so?
7. Are you aware of any lessons from other projects incorporated into the project design and project strategy? Please elaborate.
8. What support has been required by the UNDP-CO over and above its mandate in a NIM implementation?
9. What links have been developed with the Global Wildlife Program, if any?
10. How is the cooperation and communication with the RTA?
11. Do you have any concerns about the project to date and its trajectory?
12. How has COVID-19 disrupted activities and how has it been an opportunity for adaptive management?
13. What institutional / financial barriers do you envisage in the completion and/or sustainability of the project?
14. For you, what stands out in this project from other GEF projects in the GEF portfolio? Is there something special about it?
15. If you had the opportunity to redesign the project, what changes would you make?
16. Have there been issues related to co-financing?
17. Has exit planning / transition planning started?
18. Following conclusion of the project, what is the likelihood that adequate financial resources will be in place to sustain the project's outcomes?
19. Is it expected that, upon conclusion of the project, stakeholder ownership will be sufficient to sustain the project's outcomes?
20. How can the project advance the needs of women and community livelihoods?
21. How does the Project anticipate engaging with local communities in the second half of implementation? What strategies will be used to improve livelihoods and to reduce the lure of HWC?
22. Tell me about the processes and practices to manage the Project on a day-to-day basis (i.e., work planning, scheduling, risk management and reporting requirements)?

FIELD MISSION

PROJECT IC-CFS FIELD VISIT FOR MID-TERM REVIEW**Visitors:**

MTR Consultants	1. Mr. Christian Schriver 2. Ms. Suri Kempe
FDPM	3. En. Rusli bin Tahir (Head of CFS Section) 4. En. Farhan bin Sukiman
JPN Ipoh Officers	5. En. Nor Lokman Muhammad Nor @ Fakru (Principle Assistant Director, Planning and Management) 6. En. Amsari Mahmud (Principle Assistant Director, Forest Enforcement/ Operations)
PERHILITAN PERAK	7. En. Munir bin Idris (Assistant Director)
PHD HP Officers	8. En. Shahrul Anuar (Hulu Perak Assistant District Forest Officer)
PSU Team	9. Dr. Samsudin Musa (Project Manager) 10. Pn. Siti Farhana Ruslan (Communications Officer) 11. Dr. Agkillah Maniam (Perak State Project Coordinator) 12. Pn. Tan Cheng Cheng (Project Assistant IC-CFS – DWNP)

Tentative Itinerary:

TIME	ACTIVITY	VENUE	JUSTIFICATION	PIC	NOTES
PRE-VISIT / TRAVEL DAY (7 NOVEMBER 2021)					
3.00pm - 5.00pm	Arrival of MTR team	Belum Rainforest Report	NA	JPN Perak & PSU Team	
7.30pm	<ul style="list-style-type: none"> Dinner Brief intro/ice breaker Short briefing on itinerary 		NA	JPN Perak & SPC Perak	
9.30pm	Lights out		NA	NA	

TIME	ACTIVITY	VENUE	JUSTIFICATION	PIC	NOTES
DAY 1 (8 NOVEMBER 2021)					
7.30am	Breakfast	Belum Rainforest Resort	NA	JPN Perak & SPC Perak	En. Nor Lokman (Principle Asst. Director –
8.30am	<ul style="list-style-type: none"> Opening remarks Recital of prayers Welcoming speech by Principle 		NA	JPN Perak & SPC Perak	

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	Assistant Director (Planning and Management) & Assistant Director PERHILITAN				Planning and Management)
8.45am	Presentation by Forestry – General Overview on IC-CFS activities in Perak		<ul style="list-style-type: none"> Output 1.2.4: SMART Patrol Pilot Output 2.2.1: CEPA Programme 	JPN Perak & PERHILITAN	
10.00am	Visit to Rehabilitated Areas	Block A	<ul style="list-style-type: none"> Output 2.2.1: Rehabilitation assessment Output 2.2.2: Gazettement of HTK to HSK Output 2.2.1: Research to understand why mortality rates are high 	JPN Perak & JPSM	<p>Led by En. Farhan, assisted by En. Nor Lokman</p> <p>Consultant: En. Johan (UPM)</p>
11.30am	Depart to the viaduct, camera trap, salt lick, observation tower	A-PL1 Viaduct	<ul style="list-style-type: none"> Output 2.2.2: Gazettement of HTK to HSK Output 2.2.1: Wildlife Food Planting Guide Output 2.3.2: Training Modules for non-consumptive wildlife tourism programme 	JPSM, JPN Perak & PERHILITAN	Led by En. Nor Lokman, assisted by NPM and SPC Perak
1.00pm	Lunch break	RNR Titiwangsa	NA	JPN Perak & SPC Perak	Alternative, if rains: viaduct area
2.00pm	Depart to the CEPA Location	RNR Titiwangsa	Output 2.2.1: CEPA Programme Phase 1	JPN Perak & SPC Perak	Tree Planting with MTR Team
4.30pm	Travel back to accommodation	NA	NA	JPN Perak & SPC Perak	
5.30pm	Rest and relax	Belum Rainforest Resort	NA	NA	
7.30pm	Dinner		NA	JPN Perak & SPC Perak	
9.30pm	Lights out		NA	NA	

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TIME	ACTIVITY	VENUE	JUSTIFICATION	PIC	NOTES
DAY 2 (9 NOVEMBER 2021)					
7.30am	Breakfast	Belum Rainforest Resort	NA	JPN Perak & SPC Perak	
8.30am	<ul style="list-style-type: none"> Recital of prayers Recap and brief outline about the day's flow of events 	Belum Rainforest Resort	NA		
8.45am	Briefing/Presentation by MNS – General on IC-CFS activities	Belum Rainforest Resort	Output 2.3.1: Livelihood Project - Tualang Honey Harvesting	MNS (En. Yeap Chin Aik)	
9.30pm	Visit to Kg Chuweh/interview with local communities	Kg. Chuweh			Interviewed 3 women, 5 men
12.00pm	Lunch	Belum Rainforest Resort	NA	SPC Perak	
1.30pm	Travel to RPS Air Banun	NA	NA	NA	
2.00pm	Visit to RPS Air Banun – guided by En. Param	RPS Air Banun	Output 2.3.2: Research on Economic losses due to HEC	RESCU (Ms Oi Ching, En. Param) & PERHILITAN	Interviewed 3 women, 2 men
3.30pm	Session with LCR	RPS Air Banun - LGM	Output 1.2.3: Local Community Rangers	WWF (En. Dinesh) & PERHILITAN	Interviewed 5 LCR, En. Dinesh
4.30	Travel back to accommodation	NA	NA	JPN Perak & SPC Perak	Venue may change to Belum Rainforest Resort
5.30pm	Rest and relax	Belum Rainforest Resort	NA	NA	
7.30pm	Dinner	Belum Rainforest Resort	NA	JPN Perak & SPC Perak	
9.30pm	Lights out	Belum Rainforest Resort	NA	NA	

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TIME	ACTIVITY	VENUE	JUSTIFICATION	PIC	NOTES
DAY 3 (10 NOVEMBER 2021)					
7.30am	Breakfast	Belum Rainforest Resort	NA	JPN Perak & SPC Perak	Venue may change to Belum Rainforest Resort
8.30am	<ul style="list-style-type: none"> Recital of prayers Recap and short briefing 		NA	JPN Perak & SPC Perak	
8.45am	Briefing/Presentation by PSPC – General on IC-CFS activities		<ul style="list-style-type: none"> Output 2.3.1: All PSPC livelihood projects Output 1.2.4: Review of PSPC's Enforcement SOPs Output 2.3.1: Tree Seedling Purchase Guideline 	PSPC (Lau Chin Fong; En. Shah Reza)	
9.30am	Visit to Kg. Kelewang/interview with local communities' representatives	Kg. Kelewang	Output 2.3.1: CBO Programme – to increase income and improve livelihoods: <ul style="list-style-type: none"> Herb trail Guideline for purchase of tree seedling 	PSPC (Shah Reza, Lau Chin Fong, Intan, Aznida) & PERHILITAN	Interviewed 3 men,
1.00pm	Lunch at Sg. Tiang by the Co-op	Kg. Sg. Tiang	NA	PSPC & SPC Perak	
3.00pm	Visit to Kg Sg. Tiang/interview with community representatives	Kg. Sg. Tiang	Output 2.3.1: CBO Programme – to increase income and improve livelihoods: <ul style="list-style-type: none"> Fish sanctuary Fly fishing 	PSPC (Shah Reza, Aznida, Intan, Lau Chin Fong) & PERHILITAN ?	Interviewed 3 men, 2 PSPC indigenous rangers
4.30pm	Travel back to accommodation	NA	NA	JPN Perak & SPC Perak	
5.30pm	Rest and relax	Belum Rainforest Resort	NA	NA	
7.30pm	Dinner		NA	JPN Perak & SPC Perak	
9.30pm	Lights out		NA	NA	

TIME	ACTIVITY		JUSTIFICATION	PIC	NOTES
POST-VISIT / TRAVEL DAY (11 NOVEMBER 2021)					
8.00am	Breakfast	Belum Rainforest Result	NA	JPN Perak & SPC Perak	
9.00am	Travel back to bases		NA	JPN Perak & SPC Perak	

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ANNEX J: CODE OF CONDUCT FORM

Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

MTR Consultant Agreement Form

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

Name of Consultant: Camillo Ponziani

Name of Consultancy Organization (where relevant): Interamna Group Inc.

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

Signed at Toronto, Canada (Place) on 17 September 2021 (Date)

Signature: 

Evaluators/Consultants:

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.
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8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

MTR Consultant Agreement Form

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

Name of Consultant: Christian Schriver

Name of Consultancy Organization (where relevant): Nature Economy and People Connected sdn bhd

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

Signed at Nivå, Denmark (Place) on 17 September 2021 (Date)

Signature: 

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Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

MTR Consultant Agreement Form

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

Name of Consultant: Suriani Kempe

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 Kuala Lumpur, Malaysia (Place) on 17 September 2021 (Date)



Signature:

ANNEX K: SUGGESTED REVISIONS TO THE STRATEGIC RESULTS FRAMEWORK



ANNEX - PIMS
4594_Revised Strate

ANNEX L: LESSONS LEARNED FROM WORKSHOP



Lessons Learned
Worksheet - ICCFS -

ANNEX M: UPDATED GEF SCORECARD(S)

File also annexed separately per MTR guidelines



PIMS 4594 IC-CFS
GEF Capacity Develo

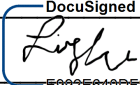
ANNEX N: AUDIT TRAIL OF COMMENTS

See file annexed separately once comments addressed.

ANNEX O: SIGNED MTR REPORT CLEARANCE FORM


Midterm Review Report Reviewed and Cleared By:

Commissioning Unit:

Name: ling
Signature: 
E992E640DF67490...

Date: 30-Jan-2022

UNDP-GEF Regional Technical Advisor:

Gabriel Jaramillo
Name: _____
Signature: 
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Date: 30-Jan-2022