



Final Report

Final Evaluation (TE) of the Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF), 2019-2022

Project ID: 00115571

Prepared for
UNDP MALAYSIA

By
CATALINA SALAZAR
Lead Evaluator

CHONG SIEW KOOK
National Evaluator

21 November 2022

Document Review Sign-Off

This Terminal Evaluation Report dated _____, for the UNDP-Supported, Government of Malaysia-Financed Project “Orang Asli/Orang Asal Micro-grant Facility” has been reviewed by the following signatories.

Review:

Name: Mr. Asfaazam Kasbani
Assistant Resident Representative
(Programme), UNDP Malaysia Country Office

DocuSigned by:
Asfaazam Kasbani 21-Nov-2022
A381E01C7D6F487... Dated _____
(dd-mm-yyyy)

Name: Ms. Lee Siow Ling
Evaluation Analyst and Focal Point, UNDP
Malaysia Country Office

DocuSigned by:
Siow Ling Lee 21-Nov-2022
E992E640DF8749C... Dated _____
(dd-mm-yyyy)

Contact Information:

If you wish to discuss this document, please contact:

Name: Catalina Salazar and Chong Siow Kook
Role: Team Leader and National Evaluator
Email: csalazarsilva85@gmail.com and cskook@gmail.com

Acknowledgements

The evaluation team would like to express gratitude to the Government of Malaysia, UNDP staff, Grantees and Orang Asli/Asal communities for their valuable contributions to the evaluation. We hope this report will be useful in encouraging discussions about how UNDP can improve its contribution to conserving and protecting the environment of the Orang Asli/Asal sustainable livelihood.

The analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme (UNDP) or the Government of Malaysia. This publication reflects the views of the evaluation team.

Contents

Acronyms and Abbreviations	7
1. Executive Summary	8
OA MGF Description	8
Main Findings	9
Project Design	9
Monitoring and Evaluation	10
Relevance	11
UNDP Comparative Advantage	11
Effectiveness	12
Efficiency	12
Gender	13
Sustainability	13
Conclusions	14
Recommendations	16
Best practices	17
Lessons Learned	18
2. Introduction	19
Evaluation Methodology	19
Purpose and objective	19
Approach	20
Evaluation criteria	20
Data collection	21
Data analysis	21
Evaluation Phases	22
Evaluation Timeline	23
Limitations of the evaluation	23
3. Background	25
Context	25
Socioeconomic context	26
Project Description	27
4. Findings	34
Evaluation Rating table	34
Project Design/Formulation	34
Theory of Change	36
Assumptions and Risks	37
Lessons from other relevant projects	38
Project Implementation	39
Adaptive management	40
Monitoring & Evaluation	41

Relevance	43
UNDP comparative advantage.....	46
Effectiveness	47
Country ownership	54
Efficiency	54
Gender equality and women's empowerment.....	59
Sustainability	62
Replication approach	64
5. Conclusions	65
6. Recommendations	67
7. Best practices	69
8. Lessons Learned	70
9. Annexes.....	71
Annex 1. OA MGF Terminal Evaluation: Terms of Reference and inception Report.....	71
Annex 2. TE Mission itinerary	71
Annex 3. Field mission general responses	71
Annex 4. Online survey general responses.....	76
Annex 5. List of online interviews	80
Annex 6. List of documents reviewed.....	82
Annex 7. TE Rating scales.....	83
Annex 8. Evaluation Matrix.....	84
Annex 9. Signed Pledge of Ethical Conduct in Evaluation	88

List of figures

Figure 1. Evaluation Calendar	23
Figure 1. Malaysia map	25
Figure 2. Trends in Malaysia's HDI 1990 -2021.....	27
Figure 4. OA MGF Map.....	32
Figure 5. Participation and consultation during the design process	35
Figure 6. Percentage of Satisfaction with the design process	35
Figure 7. Evaluation reconstructed ToC.....	36
Figure 8. Satisfaction with the coordination and communication	40
Figure 9. Satisfaction with the M&E process	42
Figure 10. The objective was aligned with national policies and priorities.....	44
Figure 11. Perception about the support provided	45
Figure 12. Percentage of villages that refer to the specific need.....	45
Figure 14. Percentage of villages that answer yes, somehow, or no	47
Figure 13. Did the project fulfill your expectations?	47
Figure 15. Capacity Building.....	50
Figure 16. TE Field mission interviews with KG Orang Asli Melai.....	50
Figure 17 Siren fencing participants at Kg Punan	52

Figure 18. Was the Project efficient?..... 55

Figure 19. Was the resource spent efficiently? 57

Figure 20 Budget per Component 58

Figure 21. Number of years to complete activities by grantees..... 59

Figure 22. OAMGF Beneficiaries disaggregated by male, female, youth, and children 60

Figure 23. Gender equality 60

Figure 24. Sustainability of the Project..... 63

List of Tables

Table 1. TE Rating Scales..... 9

Table 2. Evaluation Risk and mitigation strategy..... 24

Table 3. Selected Grantees by UNDP and current status 30

Table 4. TE rating Scales..... 34

Table 5. SGP-GEF model adapted to OA MGF 38

Table 6. Funds allocated to each Grantee 58

Acronyms

11MP	11th Malaysia Plan (2016 – 2020)
12MP	12 th Malaysia Plan (2021-2025)
APR	Annual Progress Report
AWP	Annual Work Plan
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
DIM	Direct Implementation Modality
EPU	Economic Planning Unit / Ministry of Economic Affairs
FPIC	Free, prior, and informed consent
GEC	Global Environment Centre
GEF	Global Environment Facility
IEO	Independent Evaluation Office
JAKOA	Jabatan Kemajuan Orang Asli (Department of Orang Asli Development)
JCSC	Jurisdictional Certification Steering Committee
LMMA	Locally Managed Marine Areas
M&E	Monitoring and evaluation
MEA	The Malaysian Economic Association
MESTECC	Ministry of Energy, Science, Technology, Environment and Climate Change
MOF	Ministry of Finance
MRRD	Ministry of Regional and Rural Development
MYPR	Mid-Year Progress Report
NGO	Non-Government Organization
NSC	National Steering Committee
OA	Orang Asli/Orang Asal ¹
OA MGF	Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood
PACOS	The Registered Trustees of PACOS TRUST
SBAA	Standard Basic Assistance Agreement
SBC	Sarawak Biodiversity Centre
SFD	Sabah Forestry Department
SDG	Sustainable Development Goals
SGP	Small Grants Programme
TE	Terminal Evaluation
ToC	Theory of Change
TOR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
TWC	Technical Working Committee
UNDP	United Nations Development Programme
WCS	Wildlife Conservation Society (WCS) Malaysia
YKPM	Yayasan Kajian dan Pembangunan Masyarakat

¹ Orang Asli refers to indigenous peoples of Peninsular Malaysia and Orang Asal to the indigenous peoples of Sabah and Sarawak (East Malaysia)

1. Executive Summary

This document presents the main findings, conclusions, and recommendations of the Terminal Evaluation (TE) of the Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF), 2019-2022

The primary purpose of the TE was to ***assess the overall results of the Orang Asli/Orang Asal Micro-grant Facility project against what was expected to be achieved and draw lessons that can*** improve the sustainability of benefits and aid in the enhancement of new UNDP programming. The TE report promotes learning, accountability, and transparency.

The TE had a summative focus on the progress made by the Orang Asli/Asal Micro-Grant Facility project relating to the questions on relevance, effectiveness, efficiency, and sustainability. This gave an account of the project performance over this period and identified areas for improvement and good practices. The review served as a formative evaluation; recommendations were defined towards improving implementation for future projects. Hence, the TE identified lessons learned from the initiative useful for decision-making and oriented towards general utilization.

In line with a utilization approach, this assessment had a participatory focus. Project's staff and beneficiaries were placed at the centre to ensure the evaluation contributes to programme and organizational development.

OA MGF Description

Recognizing the urgent need to assist Orang Asli/Orang Asal (OA) in securing a sustainable way of life, the government committed funds through Budget 2019 to the UNDP to implement the Orang Asli/Orang Asal Micro-grant facility project. According to the 2019 Budget "A Resurgent Malaysia, A Dynamic Economy, A Prosperous Society", especially in section of Environment and Energy for the Future, the government committed to: "allocate RM5 million for micro-grants to implement programs with the cooperation from United Nations Development Program (UNDP), to manage and protect the environment in Orang Asli and Orang Asal communities."²

Following the allocation of funds, UNDP designed and implemented the OA MGF project aimed to empower communities by implementing community-led initiatives to manage and conserve natural resources and the environment, thereby promoting sustainable livelihood. The grant facility was inspired by the success of the UNDP Small Grant Programme (SGP), which provides grants to non-governmental organizations (NGOs) and civil society organizations (CSOs)³

² BUDGET 2019, Ministry of Finance Malaysia www.treasury.gov.my

³ OA MGF TE Terms of reference.

The Project Document for OAMGF was signed on 6 September 2019. The expected results were the following:

- Outcome 1: Building the Necessary Framework and Capacity Assessments of NGOs/CSOs
- Outcome 2: Implementation of the Sustainable Development for Conservation and
- Outcome 3: Project Management (inclusive of Administrative and Personnel Costs)

For this Project, UNDP acted as the Implementing Partner (& Secretariat). The Project followed a Direct Implementation Modality (DIM) enable national authorities to exercise proper supervision and participation, guided by UNDP policies and procurement process.

Main Findings

Table 1. TE Rating Scales

1. Monitoring & Evaluation (M&E)	Rating ⁴
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Satisfactory
Overall assessment of M&E	Satisfactory
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
Overall project implementation/execution	Highly Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
4. Sustainability	Rating
Overall Likelihood of Sustainability	Moderately Likely

Project Design

From the onset of the project **the inclusion of relevant key stakeholders from the government was found to be beneficial in terms of transparency and accountability, as well as keeping partners informed and engaged in the project.**

Due to the need to show result soonest as the resources needed to be utilised in the following year (post Budget 2019's speech), the OAMGF's design process was organized and driven by a fast-track modality. As a consequences, the objective of the OA MGF was left to be too broad in

⁴ Please see Annex 7. Rating Scale

line with the Budget speech stated above. **The project document included a result framework with outcomes⁵ that could have been more concrete, and results-based.**

The OAMGF did not incorporate an explicit ToC during the design or implementation of the Project, therefore, no clear links between the inputs, activities, outputs and expected results that **would allow identifying a chain of effects and causality in the intervention.**

UNDP was successful achieving the outcome in some cases and under specific circumstances. The section on effectiveness displays various project results.

By the time the Project was designed, it was impossible to predict the impact of a global pandemic. Hence, it is understandable that the risks related to the COVID-19 pandemic were not reflected from the beginning of the Project. Nevertheless, **the Project had anticipated delays in NGOs/CSOs activities, so mitigation measures in some cases were effective in counteracting the impact of the COVID 19 pandemic.**

The grantee selection process was well-documented, according to the evaluation team. The OA MGF team, TWC, and NSC members reviewed project proposals using an appropriate scorecard. Despite the ambitious selection criteria, the OA MGF selected eight grantees who met all the requirements.

Considering the Communication and Coordination, the overall assessment is satisfactory; UNDP kept partners informed at all project stages.

This close interaction between the grantees and the beneficiaries was key in the implementation of the project, Close contact with beneficiaries fosters relationships, trust, and connection, which contribute significantly to the achievement of results.

Adaptive management refers to the level of flexibility required by the Project to meet changing dynamics and emerging needs. Therefore, those are the mechanisms that improved the project execution. Based on the agreement between UNDP and the Government, the evaluation found that **UNDP utilized adaptative and flexible management that enabled it to adjust promptly in response to shifting conditions.**

Monitoring and Evaluation

According to different sources, **monitoring and evaluation were useful for the Project; for example, it allowed better decision-making with counterparts and authorities in strategic times.** The M&E system of the Project was innovative when carrying out online meetings and

⁵ “Actual or intended changes in development conditions that interventions are seeking to support (...) describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP.” [UNDP Evaluation Guidelines.pdf](#)

virtual monitoring involving key stakeholders from different levels and from remote areas with limited access to the internet.

A more robust monitoring system would have benefitted from a clear articulation of results and end target. Specifically:

- The project proposals from NGOs/CSOs did not include baselines
- The indicators were not standardised due to the diversity of the projects, so data collection is limited to measure the results from Grantees and the overall result of OA MGF.
- The project indicators to measure results are mostly input and process based, not measuring the change/achievement of results to the intended beneficiaries. The project document does not contemplate economic and social indicators.
- The progress of the indicators was recorded in various reports, which did not allow for the observation of trends over time.

The project did not include an explicit knowledge management strategy, but the evaluation found **that online monthly meetings provided the ideal setting for Grantees to exchange experiences, best practices, and ideas for overcoming obstacles.** Most of the sources consulted stated that they were able to showcase their initiatives, and network with persons working on other projects funded by the OA MGF.

Relevance

The Project was highly relevant from the beginning, and the overall project objectives were aligned with national policies and priorities, UNDP's core mandate and the OA community's developmental needs.

The Project was aligned with UNDP's core function. UNDP's focus on human development and Leave No One Behind includes an emphasis on reducing inequality and addressing equity challenges. Therefore, UNDP has played a crucial role in addressing the disadvantaged condition of the Orang Asli community and has advised the government to conduct empirical research on poverty concerns among these indigenous groups.⁶

The Project responds to national priorities. The evaluation also found that the project addresses the most significant needs of the intended beneficiaries – the Orang Asli/Orang Asal.

UNDP Comparative Advantage

There has been considerable conflict between the Orang Asli communities and state governments over their continued customary rights in land and forests⁷. **UNDP's political**

⁶ 2014. UNDP Independent Evaluation Office. Assessment of Development Results: Malaysia

⁷ Izawati, W. 2016. The Orang Asli in Peninsular Malaysia and the recognition of their land rights under the aboriginal peoples act 1954. Malaysian Journal of Syariah and Law. Accessed <https://mjsl.usim.edu.my/index.php/jurnalmjst/article/view/15>

neutrality and historical presence in Malaysia places UNDP in the ideal position to serve as a liaison between the government and OA communities.

UNDP selected high quality implementing partners with relevant and appropriate characteristics to carry out project activities; oversaw activities in an innovative manner; and made timely decisions at critical moments. As a result, the project's outcomes reflect this.

UNDP was able to build and establish strong relationships with NGOs, and thus with OA communities. As a result, this trusting relationship is one of the keys to achieving more effective and efficient long-term results.

Effectiveness

The evaluations found that **the project achieved mix results**. This is due to the broad outcomes established by the design of the Project, which resulted in the selection of projects focused on various dimensions of development. **The evaluation observed mix results with government, grantees, and beneficiaries.**

UNDP was successful in **monitoring and supporting closely with the Grantees**. Due to the challenges of COVID and the travel restrictions, monthly online meetings were held, and follow-up was made to the reports submitted by the Grantees. Monthly virtual project progress meetings involved OA MGF grantees, NSC and TWC members and UNDP colleagues.

Although there was no formal strategy for Knowledge management, with guidelines, objectives and metrics, the programme was successful in identifying and sharing good practices among Grantees. Which clearly helped Grantees to find and identify different solutions to the challenges they had to face during the project implementation.

At the institutional level, the wealth of knowledge to inform policy is perhaps the most remarkable achievement the Project has accomplished. By working with many indigenous communities, the government gained exceptional experience, insights and knowledge that can be highly valuable for future programming on the OA communities.

Efficiency

Factors that contributed to the efficiency of the project:

- Coordination and communication, the regular meetings between Government, UNDP, grantees, and OA communities.
- Selection process of NGOs with a participatory approach.
- Knowledge sharing between grantees and online meetings with participants at a higher level.

Main challenges:

- COVID and travel restrictions. Access to OA communities was restricted, therefore some activities were delayed and other adjusted. The project was granted with a 6 months' extension.
- Needs, context and values are diverse among the OA communities. Engaging with OA communities takes time, because there is a need to build trust, and most of them are motivated by tangible results. It is a continuous process that requires good communication, patience, and empathy. Therefore, projects engaging OA communities should have a mid to long term horizon.

The evaluation team found that the OA MGF was implemented based on a targeted approach and rooted in FPIC principles. UNDP selected NGOs/CSOs that had experience working closely with OA communities, which helped make the project more effective, since there was already a relationship of trust between NGOs/CSOs and indigenous people.

The project was able to provide targeted support to each of the different key areas covered by the project by designating established Grantees as responsible parties.

Gender

Gender equity and women empowerment and mainstreaming were addressed by the project. Regarding the gender and human rights approach, the evaluation highlights that the project focused on highly vulnerable communities, even though there was no specific gender strategy nor a Social and Environmental Screening during the project formulation stage.

After the field mission, the evaluation finds that in most cases there are no major barriers for women to participate in OA MGF activities, women's opinions were taken into consideration and there is space for them to participate. The work of the grantees with communities has provided an opportunity for women to participate more in activities traditionally performed by men in villages.

Rather than imposing gender activities into the project/communities, it is better to consider the organic process that emerges from the communities. The project has emphasized the importance of gender equality with all grantees, creating more space for community practice to emerge. Such organic practices on gender should be promoted and documented.

Sustainability

Sustainability is the main point of attention that the evaluation has about this project; if the political commitment and institutional arrangements of a sustained-in-time support to the OA projects is not given, it is unlikely that the expected impact of socio-economic development will be achieved, especially in those communities that highly depend on technical support and guidance from the grantees.

The evaluation found that financial, policy and environmental sustainability of the OA MGF are at higher risk because:

- Short-term projects cannot be expected to have long term impact as they depend on several external variables and enabling conditions.
- The OAMGF results relies on the further investment from the government and other stakeholders like donors for continuity, replication, and upscaling of project results.
- The government's stance and policy toward the needs and interests of OA communities are ambiguous. The political will to support and empower the Orang Asli/Orang Asal is determined by those in positions of power and decision-makers.
- Environmental sustainability is a long-term goal that is also dependent on many external factors, such as raising awareness among OA communities who see natural resources as a means of survival.

Institutional sustainability is a moderately risk, as the grantees have shown a great commitment to continue working for the interests of the OA Communities. The preliminary results would be continued via the GEF 7 Small Grants Programme (UNDP SGP OP 7). UNDP is also in ongoing discussion with the Ministry of Rural Development to support the formulation of an Orang Asli Blueprint.

Conclusions

Efforts to develop the socio-economic conditions of the OA communities in Malaysia is highly challenging due to many factors such as economic context, low levels of education, lack of basic infrastructure (some villages have no regular electricity and water supply) and transportation. In addition, the level of community cohesion is a deciding factor of whether an initiative can take roots within an OA community.

The project objectives and expected achievements are relevant and well aligned with the development priorities and needs of Malaysia. These priorities have not changed significantly since the start of the initiative.

The OA MGF's main purpose was to enhance the socioeconomic situations and reduce the vulnerability of OA communities through sustainable environmental management, considering most of the OA communities live adjacent to natural environment. By placing vulnerability at the centre and understanding the context in which the extremely poor depends on natural resources for livelihood and sustenance, NGOs and CSOs could design programmes that were both culturally and economically appropriate for the people that are hardest hit by the effects of environment degradation and climate change.

The project design did not include an explicit ToC with specific links between inputs, activities, outputs, and outcomes. Considering the reconstructed ToC, the outcome was achievable and adequate, and UNDP delivery overall rate was satisfactory. Nevertheless, changes in the OA community lives is a long-term impact, that also depends on many other external variables.

Future intervention should aim at more specific and impactful initiatives in fewer areas, with the possibility to scale up organically.

Adequate approach in selecting NGOs and CSO was organized to reach the OA communities. The selection criteria established for the grantees were rigorous. As a result, UNDP successfully reached and selected organizations that meet the criteria with the appropriate structures and capacities. The evaluation concludes that, for this pilot initiative –successful implementation of the various OA initiatives was possible due to solid partners with a strong presence on the field. Otherwise, compliance with the activities and objectives would not have been achieved given the extensive engagement and trust building process with the communities which precedes any activities at any given community.

UNDP demonstrated adaptive capacity to manage complexity with limited resources, mobilizing support and facilitating synergies between grantees and the government. It promoted the enabling environment and coordination framework needed, integrating grantees into the project without establishing new institutions.

The evaluation observed that the project performed quite efficiently, considering that the OA MGF covered thematic areas of land degradation, access to clean water, community-based enterprise and fair market, biodiversity conservation, climate change, traditional knowledge, food security, Rural electrification, with limited resources, as the total of the budget was distributed into eight grantees.

- The project was successful in sharing case studies, providing technical assistance, and training: The OA MGF contributed to strengthening grantees work by facilitating the recognition of their projects with the government. During the virtual meetings often attended by the Technical Steering Committee/ National Steering Committee members, grantees presented their projects and results, which allow them to interact directly with government counterparts.
- On the other hand, grantees learnt how to write applications for resource mobilization and implement more comprehensive reporting and monitoring systems. However, there are areas for improvement, in terms of data collection.

UNDP did emphasize the importance, value and involvement of male and female in the projects delivered by the grantees, however, further gender activities including gender analysis, dedicated trainings on gender, and specific topics such as leadership for women and men, gender sensitivity, etc. would have been useful. According to UNDP: *“OA MGF puts a priority on gender-sensitivity in terms of selection of community stakeholders and their involvement in OA MGF-funded projects. This helps to promote the involvement of women, men, youth, and, where possible, girls and boys in projects”* (OA MGF Annual Progress Report 2019).

The main contribution of the OA MGF was to use the legitimacy and political neutrality of the UNDP to improve the responsiveness of government policies to bottom-up needs and challenges.

The technical support provided by UNDP for selecting and supporting the Responsible Parties or Grantees was highly valued by the government. The selected project proposals included exit strategies, for the short term, but longer-term sustainability requires a continuous focus and investment in the community empowerment and bottom-up initiatives by state actors and development partners.

Recommendations

1. In terms of the design, the logic of intervention and the results framework:
 - Future interventions design needs to identify the expected outputs and outcomes and elaborate a Theory of Change (ToC) that describes the path from inputs to results (outputs and outcomes). The ToC should be developed and include assumptions and be linked with a risk log.
 - Indicators need to be identified at the outcome level to measure the progress towards the expected results/ any changes in the lives of the beneficiaries.
 - The number of goals and objectives, as well as their scope, must be carefully contemplated to avoid ambitious designs.
 - Including M&E tools to facilitate tracking of activities and indicators at the individual project.
 - Baseline information. UNDP to invest in baseline study to quantify baselines and end of project information for specific indicators of change.
2. For future projects, it is recommended to invest in feasibility studies. To evaluate the feasibility of different solutions or approaches and based on the needs and capacities analysis of indigenous communities identify the best strategy.
 - A mapping of areas of expertise and needs for each community village will allow to identify alternative business and potential markets, competitiveness as well as other economic, social, and environmental conditions increasing the potential impact, and sustainability of these projects.
3. The project should document the lessons learned and good practices about engagement, monitoring and supporting NGOs/CSOs. This information can be translated into a common language, identifying key messages and narratives to disseminate among Government and potential donors.
 - When building capacity, peer-to-peer sessions, best practices sharing, and field visits to other successful communities could be very effective in indigenous communities.
 - Working in partnership with NGOs/CSOs is a strategy that could benefit other stakeholders, especially the Malaysia Government, donors, or even private sector.

“The main lead of the project could list similar initiatives done by different institutions, including Government agencies so that knowledge and experiences can be shared when designing future related projects. Also, it would help UNDP, in linking those projects with the relevant initiatives under the different institutions/Government agencies.” Online survey

4. NGOs/CSOs benefited from information exchange during project implementation. A network of non-governmental organizations (NGOs) and civil society organizations (CSOs) should be established to share lessons learned and experiences to strengthen their intervention on the ground.
 - Therefore, developing a knowledge management plan or strategy, with roles and responsibilities, for NGOs and CSOs is highly relevant. This network could also be used to disseminate calls for proposals to access additional funds.
5. Although gender mainstreaming was encouraged, it was not sufficiently reflected in the Project design; during implementation, guidelines and gender capacity-related activities should be included in the log frame and transferred to other partners.
6. It is recommended to invest resources and develop an exit strategy for future effort (which establishes the activities and results that will be given continuity, roles, responsibilities, and institutional arrangements.) along with plans for resource mobilization in collaboration with the government. This involves the mapping of donors (national and international) and private sector, so that interventions have the required resources to continue following the closure of the project.

Best practices

- The active participation, consultation and coordination of government entities, UNDP and NGOs/CSOs in the project implementation was a contributing factor to achievement of the project objectives.
- Timely adaptive management measures undertaken during project implementation avoided further implementation delay.
 - “Adaptive project management - Key approach when in-person project monitoring visits were not able to be held, plans were put in place for other ways of getting updates on OA MGF grantees' progress.” (UNDP. OA MGF Annual Progress Report 2020)
- The open and competitive selection process of NGGs/CSOs, that followed UNDP GEF guidelines to engaging with stakeholders.

- Development of initial workshops to draft proposal was successful in this project because it allowed Grantees to submit high quality proposals that included scope, and expectations including the beneficiaries' views.
- The designation of Grantees as responsible parties was considered as a good practice of the project since it allowed them to move forward positively on logistics issues, empowerment, coordination, and better communication with each of the targeted communities.
- During the project's implementation, an organic process of gender emerges from the communities. All grantees emphasized the importance of gender equality, creating more spaces for women's, youth, and children participation.

Lessons Learned

- Fostering local development with indigenous communities needs a holistic approach, this entails targeted project implementation, but also long-term horizon for enabling policies and support, and focus on community empowerment
 - Diverse communities (with more than 100 languages) and with hierarchies that sometimes are not clearly established.
 - Extensive work is required to build trust with communities, which has shown as the key to success at the local level
 - Capacity building is a core process for any intervention in indigenous communities: For OA communities takes time to develop a new skill.
 - OA communities do not get involve in project if they have not seen result. Incentives and regular communication are also key.
- Project design needs to have a clear ToC, stemming from a detailed problem tree analysis, root causes of the problem, consequences, and linkages to proposed solutions with a participatory approach. Therefore, a needs assessment is important to carry out before designing any project, to include the most appropriate approach.
 - Engaging OA communities during strategic moments of the project increases ownership and participation.
 - "Support from Authority: Bottom-up projects (as shown in OAMGF) requires commitment by authorities to support its implementation. This is evidence in YKPN project (organic farming) where JAKOA HQ has instructed JAKOA at state / district level to support and encourage the promotion and marketing of the produce. Sabah Department of Agriculture and Fisheries also support the work organized by LEAP Spiral in the project helps the villagers for sustainable livelihood". (UNDP. OA MGF Annual report 2021)
- Rigorous communication and coordination to the grantee's activities through the periodic meetings, was essential for project management, accountability, and strategic decision making. Online meetings proved to be efficient since they avoid unnecessary travel and time costs, also increased the participation of strategic actors.

2. Introduction

This document presents the main findings, conclusions, and recommendations of the Terminal Evaluation (TE) of the Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF), 2019-2022

The OA MGF Terminal Evaluation (TE) assessed the achievement of the project guided by the OECD evaluation criteria and the cross-cutting dimensions of gender and human rights, and presents the findings, conclusions, and recommendations for the Project. The first section summarizes the evaluation's purpose, objectives, scope and methodology, Malaysia context, challenges and introduces the OA MGF. The second section presents the findings in terms of Project Design, Implementation, Monitoring and Evaluation (M&E), Relevance, Effectiveness, Efficiency and Sustainability, the last sections provide the conclusions and recommendations.

The evaluation started in June and was completed by November 2022. The Terminal Evaluation Team comprises by Catalina Salazar as the team leader and Chong Siew Kook as the national evaluator. The Team was the result of competitive selection process done by UNDP.

Evaluation Methodology

Purpose and objective

The primary purpose of the TE was to ***assess the overall Orang Asli/Orang Asal Micro-grant Facility results against what was expected to be achieved and draw lessons that can*** improve the sustainability of benefits from this Project and aid in the enhancement of new UNDP programming. The TE report promotes learning, accountability, and transparency.

The TE assessed the project performance (relevance, effectiveness, and efficiency) and determined actual outcomes and potential impacts stemming from the Project, including their sustainability during/beyond the project period. The TE had two primary purposes: (i) to provide evidence of results to meet accountability requirements and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNDP and key stakeholders, including the Ministry of Finance (MoF), the Economic Planning Unit (EPU), the Department of Orang Asli Development (JAKOA), the Ministry of Water and Environment (KASA) and the Ministry of Energy and Natural Resources (KeTSA). The TE findings are instrumental in ascertaining the development outcomes outlined in the UNDP Country Programme Action Plan 2016-2021 and providing insights to development initiatives focusing on the Orang Asli communities.

The scope of the TE was the Orang Asli/Orang Asal Micro-grant Facility implemented by UNDP Malaysia between 1 September 2019 and 30 June 2022. The Project received a 6-month extension, from its original planned end date, to June 2022. The decision was granted during the

last NSC meeting held in October 2021. CO is undergoing Operational Closure process and expected financial closure by December 2022.

The primary audiences for the evaluation are the UNDP Malaysia country office, the Government of Malaysia, NGOs/CSOs and beneficiaries of the OA MGF. Lessons learned, best management practices and recommendations from the Project will be utilized to inform the formulation, design, and management of new UNDP pipeline projects in the Country Programme Document 2022 – 2025.

Approach

The TE had a summative focus on the progress made by the Orang Asli/Asal Micro-Grant Facility relating to the questions on relevance, effectiveness, efficiency, and sustainability. This gave an account of the project performance over this period and identified best practices and areas for improvement. The review served as a formative evaluation; recommendations were defined towards improving implementation for future projects. Hence, the TE identified lessons learned from the initiative useful for decision-making and oriented towards general utilization.

In line with a utilization approach, this assessment had a participatory focus. Government, UNDP Project's staff, grantees, and OA communities were placed at the centre of the inquiry to ensure the evaluation contributes to programme and organizational development.

Evaluation criteria

In assessing the achievement of project outcomes, the TE used the following OECD criteria:

Relevance: To what extent was the project in line with UNDP's mandate, the country's priorities, and the need of the OA communities.

Efficiency: To what extent were economic resources or inputs (such as funds, expertise, and time) translated to results. An initiative is efficient when using resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately.

Effectiveness: The extent to which project management resulted in outputs/results towards outcomes delivery in a timely manner. s

Sustainability: The extent to which UNDP or the project established mechanisms to ensure the programme's sustainability benefits women, men, and other vulnerable groups.

- How did risk management, documentation of lessons learned and exit strategies contribute to overall sustainability.
- Potentiality of the project to replicate achievements, and learning from failures

Gender: The extent to which the Government of Malaysia and UNDP resources (financial, technical and expertise) are adequate to address gender inequalities through project interventions.

Impact was not assessed, given the time and budget constraints.

Data collection

A variety of data collection method was used involving the following:

- Desk review: The evaluator relied on existing documentation, including the following: the project document, annual work plans, (semi-)annual project reports, combined delivery report, project meeting minutes, other project documentation such as project methodology, grantee performance reports, publications, guidelines, etc.
- Field mission: Selected visits to communities in the field were undertaken to validate findings, observe first-hand progress and achievements, face-to-face interviews, and collect best practices/ lessons learned. The evaluation interviewed 103 participants of 23 villages supported by all eight grantees. Please refer to the details of villages visited on Annex 2.
- Observation: observation checklists were used by the evaluator to register visual progress, attitudes, knowledge, processes, state of facilities/ goods, etc.
- Stakeholder interviews: Key informant interviews and consultations with people in target project sites were key source of information. They were used to complement and validate the quantitative data gathered through the desk review and the survey. The evaluation team conducted interviews with relevant stakeholders including i) Nine Government agencies, ii) UNDP staff, iii) Eight Grantees (NGOs and CSOs) (iv) Beneficiaries from 23 villages, and other key stakeholders. Efforts were made to ensure a range of voices was represented, covering all categories of the key stakeholders (ie government, UNDP, grantees). Please refer to the list of KIIs on Annex 5.
- Survey: The evaluation launched online survey to collect feedback from government, grantees focal points and UNDP. The survey was opened from 16 July till 22 August and the evaluation team received a total of 23 responses.

Key findings from document research, interviews and survey were compiled, analyzed, and organized in an evaluation matrix (See Annex 8.) structured according to key evaluation questions. To ensure that information collected was crosschecked by a variety of informants, data triangulation (i.e., confirmation from multiple sources) was a key aspect of the methodology to verify and confirm the information on hand.

Data analysis

Once the data was collected, the evaluation team started to analyze the information, and summarized it looking for patterns and trends to identify findings, conclusions, and recommendations.

The methods used were mainly qualitative and involved (i) multivariate descriptive: providing summaries of large amounts of information collected in the field, with related variables from the evaluation matrix. (ii) Content analysis: reducing large amounts of unstructured textual content into manageable data relevant to the evaluation research questions, (iii) thematic coding: identifying passages of text or images that are linked by a common theme allowing the indexation of text into categories.

The evaluation was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁸. The evaluation team developed guidelines to ensure anonymity and confidentiality from all participants as well took all measures to proper storage and secure maintenance of collected information.

Evaluation Phases

Inception phase

Consultations with the UNDP; the evaluation team had an initial briefing with the project team and the Evaluation Focal Point to ensure understanding of process and methodology; obtain perspectives of critical issues and questions; discuss the scope of the evaluation and overall timeframe. This was followed by a Terminal Evaluation Kick-off Meeting with all key stakeholders to formally initiate the evaluation process. Then, the evaluation team reviewed many key programme documents and reference materials and worked on the evaluation plan, inception report, and evaluation instruments, such as the evaluation matrix and the online survey.

Data collection phase

Key informant interviews and consultations were vital sources of information. The evaluation team conducted online interviews with relevant stakeholders, including the Government, UNDP staff and grantees. Efforts were made to ensure a range of voices were represented, covering all the categories of the stakeholder map. In addition, an online survey was carried out targeting the government stakeholders, UNDP staff and the grantees.

Field mission was conducted to the selected 18 project sites covering people from 23 villages between 23 August to 13 September 2022. This was to validate findings and observe first-hand on-the-ground progress and achievements made and collect best practices/ lessons learned by interviewing the direct beneficiaries – the OA communities.

A mix of qualitative and quantitative approaches was used to analyze data and assess the status of the results. This combination of a variety of data sources enabled triangulation and a strong base to put forward findings, recommendations, and conclusions based on substantial evidence. Such triangulation was based on the verification of at least three sources of information: perception, validation, and documentation. The methods described above were used to validate

⁸ [Detail of UNEG Ethical Guidelines \(unevaluation.org\)](https://unevaluation.org/)

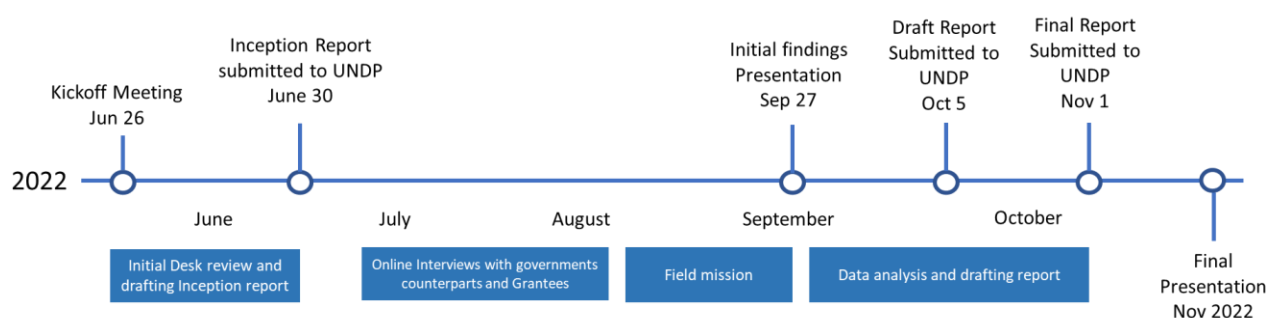
the information and to respond to the evaluation questions through the cross-referencing of data sources.

Draft and final report phase

Once the field mission was finalized the evaluation team prepared a draft report based on the analysis conducted and the feedback received. Afterwards, the draft report was circulated to all stakeholders for comments for a duration of 2 weeks. The evaluation team incorporated comments from the consolidated audit trails, as well as comments from UNDP prior to finalize the Terminal Evaluation Report. The evaluation process will conclude with a final presentation to key stakeholders.

Evaluation Timeline

Figure 1. Evaluation Calendar



Limitations of the evaluation

The evaluation faced challenges in accessing proper baselines developed at the programme outset to establish changes in the situation of the indigenous communities; the project lacked socio-economic indicators measured at different moments in time, therefore making it difficult to assess change in the communities' situation. The evaluation team accessed information from project reports and anecdotal information from key informants, which was useful to assess the evolution. Where there were information gaps, the evaluation made greater emphasis on the information derived from key informants, and the information was validated by triangulation to the extent possible. It is important to note that the information gathered on the field mission was largely from participants who was available during the mission date. It cannot be ruled out that given there is only time for 1 session per each community, the session is dominated by vocal members and some members of the community may not feel comfortable to express their views in a group setting.

The primary purpose of the methodology was to establish a method that allowed the evaluation to answer the questions stated in the terms of reference and come to overall assessment. The risks were identified and addressed by the appropriate mitigation measures

Table 2. Evaluation Risk and mitigation strategy

Area of concern	Description of risk	Mitigation
Data Collection	Availability of focal points identified interviewees to meet during the allocated period.	The evaluation was able to meet with most of the stakeholders identified. To complete the information that could not be collected with focal points, the evaluation conducted in-depth documentation review.
	Difficulties in accessing necessary data and delays in receiving required information from identified informants	Due to various internal and external factors, the evaluation was delayed in completing the field mission. In the initial phase of the review, online interviews and a survey were conducted, followed by a field mission.
	Inadequacies in the baselines developed at the project outset;	Data from pre-project situational reports and anecdotal information was solicited from critical informants and used to construct a proxy baseline condition as can be reasonably expected existed before the intervention start
	Connectivity for virtual meetings in remote areas.	The evaluation team included an international evaluator responsible for the overall evaluation and a national evaluator responsible for supporting the team leader and the data collection in Malaysia. The TE leader elaborated a template to register and record all interviews. Notes for each interview was shared with the team leader.
Research during COVID-19	Research in-person presents risk of transmission of COVID-19 and subsequent illness or death.	Should online data collection not be possible, the data collection will be subject to a risk assessment immediately prior to the start of fieldwork to understand levels of risk associated with in-person fieldwork. Mitigation strategies such as use of personal protective equipment (PPE), distancing during research activities, outdoor research, and reduction of numbers of participants in group activities can be utilised to reduce risk.
Research with vulnerable participants	Reticence on the part of informants regarding their perceived true status of the intervention outcomes due to fears of adverse repercussions/bias	Participants in the evaluation was briefed on the purpose of the exercise and be assured that the evaluation is not a personal performance assessment. Information gathered from informants was kept confidential, and permission was sought to cite evidence from data gathered from such informants. Good practice evaluation ethics will be followed, including the standards established by the UNEG and UNDP

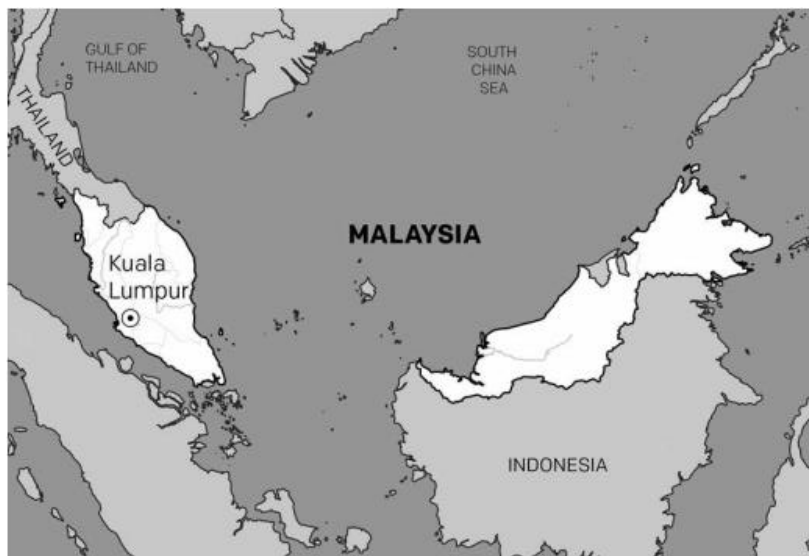
3. Background

Context

Malaysia is a country in Southeast Asia with a population close to 32.4⁹ million people from many ethnic, cultural, and linguistic groups. The country has been classified as an upper-middle-income country for some years and is striving to transition to high-income status by 2020. Malaysia is not a typical upper-middle-income country and is faced with complex socio-political challenges that are unique compared to other developing country contexts: long-standing structural economic issues; last-mile service delivery challenges; and pressures on natural resources extraction.¹⁰

The nation is divided into two main regions: Sabah and Sarawak on the Island of Borneo, and Peninsular Malaysia, where 82% of the country's population resides.

Figure 2. Malaysia map



Source *The indigenous world*

The OA demographics in Sabah and Sarawak differ from those in Peninsular Malaysia. Orang Asli are the indigenous minority of Peninsular Malaysia, whereas Sabah and Sarawak Orang Asal make up majority of the state's local population.

As of 2020 census, there were 3.4 million Indigenous Peoples comprised of Orang Asli, Sabah and Sarawak Orang Asal in Malaysia, account for around 11% of the 32.4 million national population.

⁹ Department of Statistics Malaysia (DOSM), https://tableau.dosm.gov.my/t/BPPD-BahagianperangkaanpendudukdanDemografi/views/MyDemography/MyDemography?%3Aembed=y&%3AisGuestRedirectFromVizportal=y&%3Aorigin=card_share_link

¹⁰ 2019. UNDP Independent Country Programme Evaluation: Malaysia

The Orang Asli are the Indigenous Peoples of Peninsular Malaysia and they numbered 206,277¹¹ in 2020. The 18 Orang Asli subgroups within the Negrito, Senoi and Melayu Proto groups account for 0.8% of the population of Peninsular Malaysia. There was 2.1 million Orang Asal¹² in Sabah (or Sabah Bumiputera exclude Malay as per classified by the Department of Statistics Malaysia) recorded 61% of total Sabah population. Sarawak Orang Asal (Sarawak Bumiputera exclude Malay) amounted to 1.2 million¹³ or 48% of total Sarawak population.

The indigenous peoples of Malaysia, or Orang Asal/Asli, are not a homogenous group¹⁴. Each of these indigenous groups has its own traditional homeland. Their connection to their lands has helped shape each tribe's distinct identity. To support in the preservation of the Orang Asal/Asli way of life, it is essential to raise public awareness of their situation.

*"Indigenous peoples are the holders of unique languages, knowledge systems and beliefs and own invaluable knowledge of practices for the sustainable management of natural resources. (...) Indigenous peoples hold their own diverse ideas of development, based on their traditional values, visions, needs and priorities. Indigenous peoples often have much in common with other neglected segments of societies, such as lack of political representation and participation, economic marginalization and poverty, lack of access to social services and discrimination. Despite their cultural differences, the diverse indigenous peoples share common problems also related to the protection of their rights. They struggle for recognition of their identities, their ways of life and their right to traditional lands, territories, and natural resources"*¹⁵

Socioeconomic context

According to the Human Development Index (HDI) 2021, Malaysia is placed as number 62 out of 191 Countries and territories, with a "Very High" classification. Since 1990, the trend in Malaysia was increasing, however in the last two years the trend has changed, a slightly decrease has been seen.

¹¹ JAKOA, <https://www.jakoa.gov.my/orang-asli/jadual-taburan-etnik-orang-asli-mengikut-negeri/>

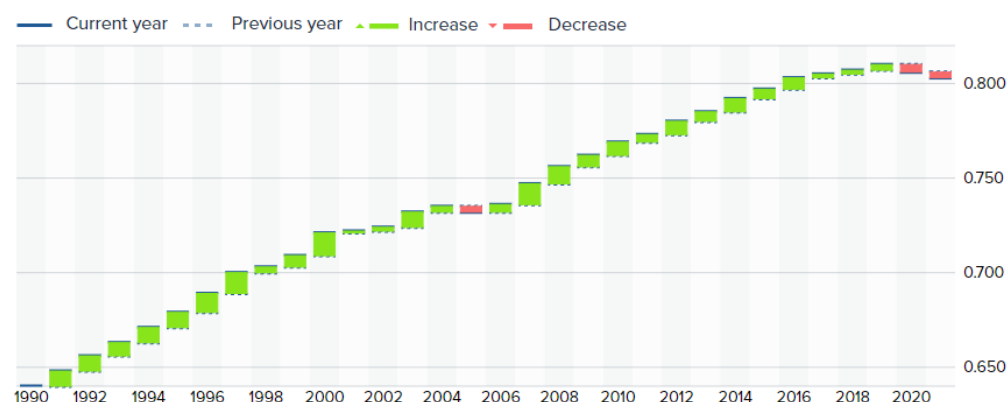
¹² DOSM, Key Findings Population and Housing Census of Malaysia, 2020, State: Sabah.

¹³ DOSM, Key Findings Population and Housing Census of Malaysia, 2020, State: Sarawak.

¹⁴ 2013. Orang Asli in Peninsular Malaysia: population, spatial distribution, and socio-economic condition

¹⁵ 2013. Orang Asli in Peninsular Malaysia: population, spatial distribution, and socio-economic condition

Figure 3. Trends in Malaysia's HDI 1990 -2021



Source: Human Development Report

While the national poverty rate in 2014 was 0.6%, the incidence of poverty among Orang Asli was 34%, Sabah Bumiputera (majority Orang Asal) 20.2% and Sarawak Bumiputera (majority Orang Asal) 7.3%. This is compared to the poverty rates among Bumiputera (majority Malay) (0.8%), Indian (0.6%), and Chinese (0.1%)¹⁶. Not only is the poverty rate much higher among Orang Asli, but their income is also relatively lower compared to other groups - one-third of Orang Asli earn less than RM1,000 per month compared to roughly one-tenth of average Malaysians. The engagement of the Orang Asli people in low value-added jobs in agriculture, forestry, and fishing has been linked to their lack of income. One out of every four Orang Asli family heads is involved in small-scale agriculture and farming.

The environment in which indigenous peoples live is critical to the survival and livelihood of the OA. Because of their cultural and economic reliance on environmental resources, such as catchment areas and rivers for hunting, agricultural practices, fishing, and a source of clean water, OA would be the first to suffer as a result of environmental degradation. This recognition was explained by the UN Special Rapporteur on Extreme Poverty and Human Rights, Prof. Philip Alston, in his report A/HRC/15/37, para 71, when he stated that “in recognition of the special ties that indigenous peoples maintain with the natural habitats of the territories in which they live, international standards widely acknowledge indigenous peoples’ ‘right to the conservation and protection of the environment’ and of the ‘productive capacity of their lands or territories and resources’ (United Nations Declaration on the Rights of Indigenous Peoples, (UNDRIP) article 29.1) and at the same time called for the adoption of ‘special measures...for safeguarding’ their environment (ILO Convention No 169, article 4.1).¹⁷

Project Description

¹⁶ UNDP, Malaysia Millennium Development Goals Report 2015.

¹⁷ 2019. Project Document - Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF)

The United Nations Development Programme (UNDP) has established its presence with the government since Malaysia's independence in 1957. To ensure UNDP programmatic relevance to the national priorities, a Country Programme Action Plan was developed in consultation with the government. The CPAP 2016-2021 highlights that "The government also seeks to move beyond primary playing the role of a service provider, to enhance its role as a service facilitator and expand partnership with private sector and local communities to improve the delivery of service"¹⁸

When the 11th Malaysia Plan (2016-2020) was introduced, it heavily focused on achieving economic growth but also recognized "the inability of Orang Asli/Asal Communities to react and participate in market-based industries (for instance its ability to promote its cottage and agriculture products timely and effectively). Developing community- and social-based enterprises is seen as one of the efforts in resolving this issue"¹⁹. The Midterm Review of the 11th Malaysia further added that: "Key constraints faced by the B40 household entrepreneurs include lack of capacity and capability, low bargaining power as well as limited access to technology and financing. The lack of capacity and capability is related to over dependency on government assistance, resulting in low level of initiative, creativity and perseverance."²⁰ Therefore, some of the actions that will promote refer to "the entrepreneurial programmes will focus on nurturing entrepreneurial skills among the Orang Asli, Anak Negeri Sabah and Bumiputera Sarawak. The programmes will be designed based on the intrinsic talent of the target groups and complemented with assistance such as financing, product packaging and marketing. Hence, the programmes aim to optimise utilisation of indigenous resources and uplift the economic status of the target groups."²¹

In fact, for some years the Government supported the OA communities, providing infrastructure and supporting their modernization, with a very low impact. This was also mentioned by UNDP independent evaluation (2019): "One of the main findings of these consultations was that poor people had limited knowledge, access to and poor experiences with government services, pointing to inefficiencies and lack of coordination between agencies delivering services for the poor."²²

In this context, by recognizing the urgent need to assist Orang Asli/Orang Asal (OA) in securing a sustainable way of life, the government committed funds through Budget 2019 to the UNDP to implement the Orang Asli/Orang Asal Micro-grant facility project. According to the 2019 Budget "A Resurgent Malaysia, A Dynamic Economy, A Prosperous Society", especially in section of Environment and Energy for the Future, the government committed to: "allocate RM5 million for micro-grants to implement programmes in cooperation with the United Nations Development

¹⁸ UNDP CPAP 2016-2020

¹⁹ 2019. Project Document - Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF)

²⁰ Mid-Term Review of the Eleventh Malaysian Plan (Chapter 2: Enhancing Inclusiveness towards an Equitable Society)

²¹ Mid-Term Review of the Eleventh Malaysian Plan (Chapter 11: Enhancing Inclusive Development and Wellbeing)

²² UNDP Independent Evaluation Office (IEO). 2020. Independent Country Programme Evaluation: Malaysia. 2018-2021

Program (UNDP), to manage and protect the environment in Orang Asli and Orang Asal communities."²³

Following the allocation of funds, UNDP designed and implemented the OA MGF aimed to empower communities by implementing community-led initiatives to manage and conserve natural resources and the environment, thereby promoting sustainable livelihood. The grant facility was inspired by the success of the UNDP Small Grant Programme (SGP), which provides grants to non-governmental organizations (NGOs) and civil society organizations (CSOs)²⁴ to implement projects at the local levels with active participation of the local communities.

The Project Document for OAMGF was signed on 6 September 2019. The expected results were the following:

- Outcome 1: Building the Necessary Framework and Capacity Assessments of NGOs/CSOs
 - Output 1: Review of best practice in disbursing micro-grants to NGOs/CSOs i.e., SGP/GEF
 - Output 2: Capacity Assessment of NGOs/CSOs conducted
 - Output 3: Training and building capacities for stakeholders, NGOs/CSOs organized
- Outcome 2: Implementation of the Sustainable Development for Conservation and Community Livelihood Programme
 - Output 1: Projects awarded to NGOs/CSOs
 - Output 2: Quality proposals prepared and assisted
- Outcome 3: Project Management (inclusive of Administrative and Personnel Costs)
 - Output 1: Efficient coordination of project team via appointment of Project Manager & Project Assistant
 - Output 2: Timely completion of NSC/TWC/technical meetings

For this Project, UNDP acted as the Implementing Partner (& Secretariat). The Project followed a Direct Implementation Modality (DIM) enabling UNDP to be the direct implementer, supported by national authorities in decision-making, supervision and policy orientation. The complexity involved in including several stakeholders at both the central and site levels is reflected in the project structure that follows:

National Steering Committee (NSC) was responsible for:

- Providing policy guidance on matters pertaining to the project implementation.
- Monitoring & evaluating the implementation of the project towards fulfilment of the objectives and/or outcomes

²³ BUDGET 2019, Ministry of Finance Malaysia www.treasury.gov.my

²⁴ OA MGF TE Terms of reference.

- Reviewing and endorsing Annual Work Plan (AWP), reports and budget, and changes to a project budget
- Reviewing and endorsing project proposals and/or items recommended by TWC

Technical Working Group (TWG) main responsibilities were:

- Reviewing and recommending proposals for endorsement by the NSC
- Reviewing and proposing criteria of project proposals
- Proposing and providing technical inputs needed for further deliberation

UNDP was responsible for:

- Providing project assurance, policy, technical advisory, and communication services to successful delivery of project outputs.
- Providing human resource, procurement, financial, audit services and monitoring and evaluation to the Project.
- Overseeing the financial expenditures against approved project budgets.
- Appointing independent financial auditors and evaluators where applicable.
- Ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP procedures.

After a competitive process, NGOs/CSOs were selected, as the project executors/grantee. The selection process was in line with UNDP's policy on engagement with NGOs/CSOs. UNDP was responsible to ensure that NGOs/CSO had the required capacities to carry out the activities of the Project. Likewise, UNDP was responsible to transfer funds to the selected NGO/CSOs as per competition of the planned activities per each deliverable, and to provide technical assistance and general oversight.

The following NGOs/CSOs were selected:

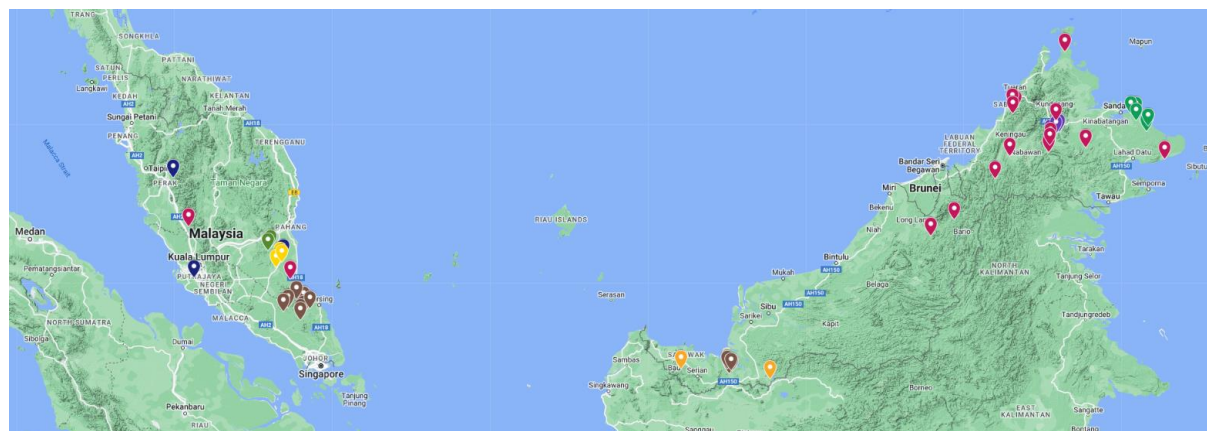
Table 3. Selected Grantees by UNDP and current status

Grantee	Thematic Areas	Project Description and Scope	Status
Global Environment Centre (GEC)	Land degradation, access to clean water, community-based enterprise and fair market, biodiversity conservation, climate change	Empowering Targeted Orang Asli Communities for Natural Resource Conservation and Sustainable Livelihood. 3 project locations in Perak, Pahang, and Selangor Involving 18 OA communities. Beneficiaries: Suku Jakun, Temiar, and Temuan.	Submission of final report: 23 December 2021
The Registered Trustees of PACOS Trust	Community-based enterprise and fair market, traditional	Strengthening Indigenous Communities in Malaysia by Initiating Community-based	Submission of final report: 30 April 2022

	knowledge, land degradation	Enterprise, Promoting traditional Knowledge and Addressing Land Degradation. (11 project sites in Sabah, Sarawak, Perak, and Pahang.) Beneficiaries: 19 OA ethnic groups.	
Wildlife Conservation Society (WCS) Malaysia	Biodiversity conservation	Empowering Orang Asli in Johor and Iban Communities in Sarawak towards Environmental Stewardship. 2 main project locations in Sarawak (15 villages in Gunung Lesong area) and Johor (10 villages in the Endau-Rompin area). Beneficiaries: Suku Jakun (Johor) and Iban (Sarawak).	Submission of Final report: 30th April 2022
Sarawak Biodiversity Centre (SBC)	Community-based enterprise and fair market, traditional knowledge	Strengthening Community-Based Enterprise in Conservation and Commercialisation of Products Developed from Traditional Knowledge-based on Access and Benefit Sharing among the Bidayuh of Kampung Semadang, Penrissen and Iban of Rumah Simon, Lubok Antu, Sarawak. (2 locations in Sarawak.) Beneficiaries: Orang Bidayuh and Iban	Submission of final report: 29th April 2022.
Forever Sabah	Community-based enterprise and fair market, land degradation, food security, access to clean water, biodiversity conservation	Indigenous Communities and Forest Reserves in Central Sabah: Livelihood Transformation in the Context of Shared Forest Governance and Jurisdictional Certification of Oil Palm. 3 locations in Sabah (Kg. Linayukan, Kg. Langkabong, Kg. Maliau of Trus Madi Forest Management Unit 5 (FMU-5)). Beneficiaries: Orang Dusun.	Submission of final report: 26th May 2022
LEAP Spiral	Biodiversity conservation, community-based enterprise and fair market, traditional knowledge, land degradation	Lower Kinabatangan Segama Wetlands Conservation: Advancing Indigenous Initiatives for Sustaining Fisheries, Mangroves, Forests and Wildlife in the Co-management of Malaysia's Largest Ramsar Site.	Submission of Final report: 26th May 2022

		8 locations in Sabah Beneficiaries: Orang Sungai, Suluk, Bajau, Melayu Brunei, Tidung, Dusun and other descent	
Global Peace Foundation Malaysia Berhad	Rural electrification	All-lights Village. 6 off-grid locations in Pahang. Beneficiaries: Suku Jakun	Submission of final report: 28th Dec 2021
Yayasan Kajian dan Pembangunan Masyarakat (YKPM)	Community-based enterprise and fair market, food security, access to clean water, traditional knowledge, biodiversity conservation, land degradation, climate change	Building capacity of Orang Asli (OA) to collaboratively engage with state agencies to conserve their environment and develop sustainable livelihoods through a shared prosperity enterprise. 5 locations in Pahang. Beneficiaries: Suku Jakun	Submission of draft report: 30th April 2022

Figure 4. OA MGF Map²⁵



²⁵ [UNDP OA-MGF - Google My Maps](#)

<div><div>GEC</div><div><div></div><div>RPS Runchang (Pekan, Pahang)</div></div><div><div></div><div>Kg Orang Asli in the Upper Kinta Basin (Kg Chadak, etc.) (Perak)</div></div><div><div></div><div>Kg OA adjacent to Kuala Langat NOrth Forest Reserve Selangor (Kg Pulau Kempas, Kg Bukit Cheeding and Kg Busut Baru)</div></div></div> <div><div>Global Peace</div><div><div></div><div>Kg Jenit</div></div><div><div></div><div>Kg Bukit Biru</div></div><div><div></div><div>Kg Terubing 2a</div></div></div>	<div><div>YKPM</div><div><div></div><div>Kg Ulu Gumum</div></div><div><div></div><div>Kg Melai</div></div></div> <div><div>WCS</div><div><div></div><div>Engkranji</div></div><div><div></div><div>Menangkin</div></div><div><div></div><div>Tabung</div></div><div><div></div><div>Keranggas</div></div><div><div></div><div>Tuba</div></div><div><div></div><div>Villages adjacent to Gunung Lesong</div></div><div><div></div><div>Kg Punan</div></div><div><div></div><div>Kg Sungai Peroh</div></div><div><div></div><div>Kg Peta</div></div><div><div></div><div>Kg Selai</div></div><div><div></div><div>Kg Kudong</div></div></div>	<div><div></div><div>Kg Sedohok</div></div> <div><div></div><div>Kg Sungai Tuba</div></div> <div><div></div><div>Kg Air Pasir</div></div>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------

SBC

Kg Semadang, Kuching

Rumah Simon, Lubok Antu

Forever Sabah

Kg Linayukan

Kg Maliau

Kg Langkabong

LEAP Spiral

Kg Mumiang

Kg Pitas Laut

Kg Sri Ganda

Kg Tundun Bohangin

Kg Bongun

Kg Abai

Source Document Review - Google Maps

4. Findings

This section presents the main evaluation findings based on the analysis and triangulation of information from the document analysis, survey, online interviews, and field mission discussions conducted in the data collection and analysis phases of this evaluation.

Evaluation Rating table

Table 4. TE rating Scales

1. Monitoring & Evaluation (M&E)	Rating ²⁶
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Satisfactory
Overall assessment of M&E	Satisfactory
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
Overall project implementation/execution	Highly Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
4. Sustainability	Rating
Overall Likelihood of Sustainability	Moderately Likely

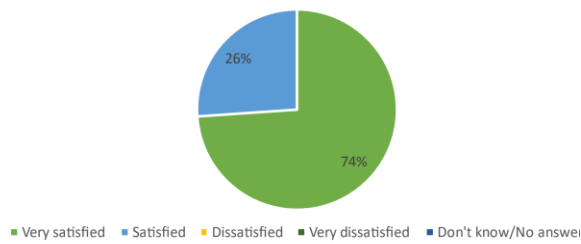
Project Design/Formulation

The starting point of the OA MGF is November 2018 when the Government committed to allocate funds in 2019 National Budget to UNDP for a project to support the livelihood of OA communities. The fund was transfer by the Government in May 2019 to UNDP, nevertheless, the project document is signed in September 2019. The evaluation found a **lack of coordination and communication during the project's initial phase**. During the implementation phase and once UNDP has dedicated staff assigned to the project, this initial challenge was overcome.

According to the consulted sources, 100% of the surveyed answer “Very satisfied” and “Satisfied” with the general design of the OA MGF. Likewise, the evaluation noticed that it was highly participatory as 95% of the surveyed answer “Very good” and “Good” to the level of participation, only 4% did not know what to answer.

²⁶ Please see Annex 7. Rating Scale

Figure 6. Percentage of Satisfaction with the design process



Source Online Survey

The Project was guided by the decision from the National Steering Committee (NSC) where members from government representatives (MEA, MoF, MRRD, MESTECC, JAKOA and CSO/non-governmental organization among others) reflected the programme's focus while Technical Working Committee (TWC) assisted the Secretariat in the technical aspects including the screening, identifying, and recommending projects to be selected and finally to be endorsed at NSC.

It is clear for the evaluation that the Project established a participatory approach, by including relevant stakeholders for this Project, specifically with Ministry of Economic Affairs, Ministry of Finance, Ministry of Rural and Regional Development, Orang Asli Development Agency (JAKOA) and State governments.

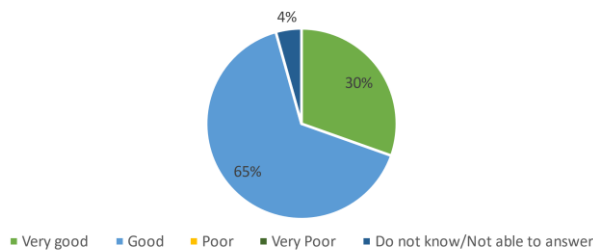
From the onset of the project **the inclusion of relevant key stakeholders from the government was found to be beneficial in terms of transparency and accountability, as well as keeping partners informed and engaged in the project.**

The OAMGF’s design process was driven by a fast-track modality due to the short 1-year window that came with the national budget cycle. In consequence, the objective of the OA MGF is too broad. **The project document included a result framework with outcomes²⁷ that could have been more concrete, and results based.**

For example, “Outcome 2. Implementation of the Sustainable Development for Conservation and Community Livelihood Programme”, along with its’ 2 outputs (Output 1: Projects awarded to NGOs/CSOs; Output 2: Quality proposals prepared and assisted) does not explicitly describes the intended changes for the OA communities upon project completion.

²⁷ “Actual or intended changes in development conditions that interventions are seeking to support (...) describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP.” [UNDP Evaluation Guidelines.pdf](#)

Figure 5. Participation and consultation during the design process



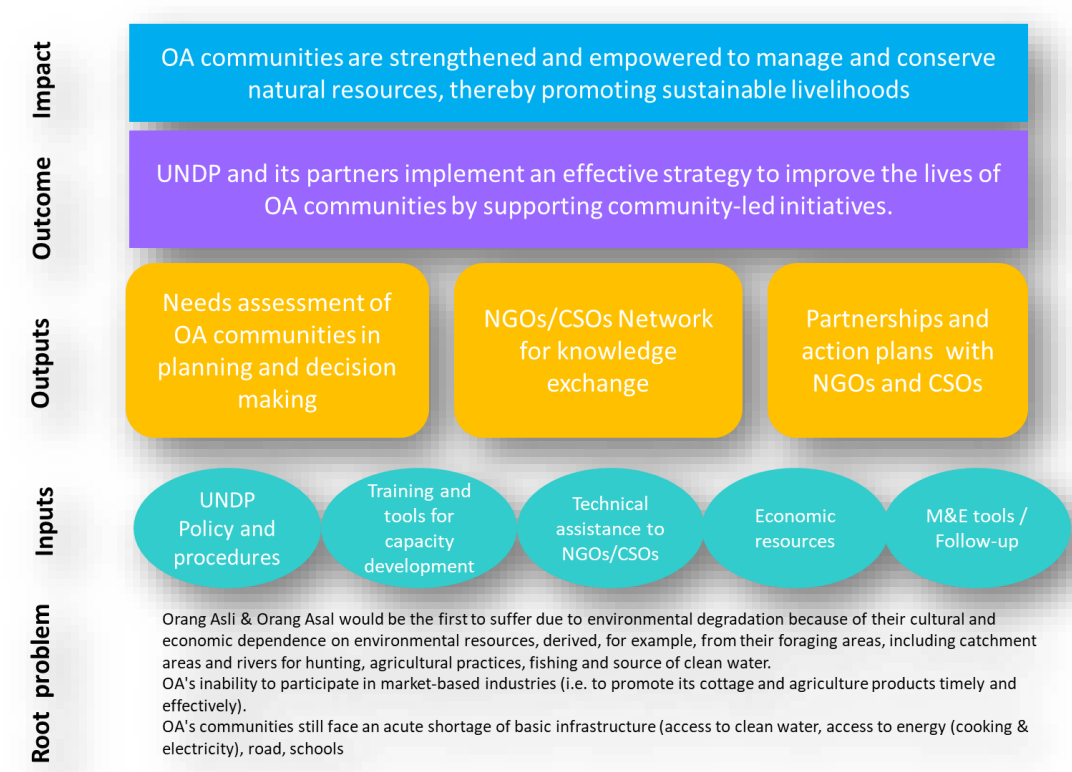
Source Online Survey

Due to these design flaws, there were not relevant indicators to measure progress. Therefore, most of project indicators are process based rather than results based, and the indicators themselves were not SMART²⁸

Theory of Change

The OAMGF did not incorporate an explicit ToC²⁹ during the design or implementation of the Project, hance it was difficult to understand from the design of the project the clear links between inputs, activities, outputs, expected results and impact. Therefore, the evaluation reconstructed the following ToC based on the documentation review to better understand the project’s chain of results.

Figure 7. Evaluation reconstructed ToC



²⁸ Specific. Measurable. Achievable. Relevant and Time-Bound

²⁹²⁹ As the 'soul' of a pragmatic approach to M&E, the OECD recommends the application of a theory of change that logically associates inputs, outputs, and results. The OECD states that 'an approach based on the theory of change helps monitor the effects at different points of the chain of results to improve the understanding of when or why the programme works well or not. Carol Weiss (1995) defines the theory of change just as a theory of how and why the initiative works. Following Weiss's definition, the evaluation must establish why and how the Project produces results in all cases and focus the evaluation activities on proving whether they did or not.

The Theory of Change (ToC) is the set of all the assumptions used to explain how the intervention will produce its expected results. ToC seeks to explain why, how and under what conditions the expected results of the programme will occur. As such, the theory of change is the foundation for assessing success holistically.

According to the ToC, the project included a clear link between inputs and outputs. However, changes in the lives of indigenous communities are a long-term impact that depends on other external variables, that were not considered during the design of the 1-year OA MGF Project. For example: political framework that includes OA community's needs, infrastructure to access markets, demand for the products, natural conditions, education, among others.

Assumptions and Risks

During the project design, an assessment of potential risk was included in the Project Document. Potential risks identified for the implementation were presented with mitigation measures for each one of them. The main risk identified were: (i) implementation of activities by multiple NGO/CSO (ii) Government commitments (iii) delays in the execution of activities by NGOs/CSOs (iv) ownership by the government (v) overlapping and competing initiatives at CO and national levels.

Other risks that were identified during the implementation of the Project were:

- Low number of submissions/ poor quality of submissions by NGOs/CSOs. Project has mitigated the risk by organizing 3 stakeholder consultation sessions to reach out to more NGOs/CSOs and 1 capacity building training on proposal writing organized. (Annual Report 2019)
- Lack of local authorities' commitments and support from authority: Bottom-up projects (as shown in OAMGF) requires commitment by authorities to support its implementation. As example in the YKPM project (organic farming), the project has taken the necessary mitigation action by engaging state/capital/JAKOA HQ's support to communicate and extend the right assistance to the Grantee. Therefore, JAKOA HQ has instructed JAKOA at state / district level to support and encouraged the promotion and marketing of the produce. In Sabah, upon Sabah Department of Agriculture and Fisheries also supported the work organized by LEAP Spiral in the Project helps the villagers for sustainable livelihood. (2021 Annual report)

Although risks were defined, the evaluation perceived that a more in-depth analysis on risks could be performed including external variables such as government will, environmental conditions like soil degradation, extreme weather (drought and flood) etc. Additionally, variables directly related to the OA communities, for example: lack of skills and knowledge, participation of the village community, power dynamic etc. Such risks would have been better anticipated and managed had a Social and Environmental Screening Procedure was performed for the project.

By the time the Project was designed, it was impossible to predict the impact of a global pandemic. Hence, it is understandable that the risks related to the COVID-19 pandemic were not reflected from the beginning of the Project. Nevertheless, **the Project anticipated delays in NGOs/CSOs activities; Therefore, mitigation measures in some cases were effective in counteracting the impact of the pandemic.**

Lessons from other relevant projects

UNDP has implemented for more than 20 years Global Environment Facility (GEF) Small Grants Programme (SGP) in Malaysia, reaching out to local communities and grantees from NGOs, CBOs, think tanks and academia. Based on this extensive experience, the OA MGF is a pilot project that seeks to upscale the results of SGP. **The evaluation found that lessons learned from SGP Malaysia were applied to the design and implementation of OA MGF.** They were extracted from discussions with UNDP and SGP Malaysia colleagues, and from SGP's publication: Partners in Sustainable Development: Empowering Civil Societies through SGP Malaysia (2012).

The following table presents a summary of how the SGP-GEF model was adapted to the OA MGF:

Table 5. SGP-GEF model adapted to OA MGF

	SGP-GEF	OA-MGF
Project Management	CPMT, UNOPS, UNDP-GEF joint-partnership NSC chaired by MESTECC	UNDP CO NSC chaired by UNDP
Scope	GEF focal areas: BioD, CC, LandD, SFM, IW & Chemical	Thematic Areas: Food Security, Rural Electrification, Clean Water, Entrepreneurship, ABS/TK
Beneficiaries	Communities including OA	OA
Implementers	JKKK, CBO, NGOs, CSOs Contract agreement: UNOPS/UNDP	CBOs, NGOs, CSOs (as Responsible Parties) Potential partnership with Foundations Contract agreement: UNDP
Funders	GEF	Govt of Malaysia (MoF)
Criteria	SGP-GEF criteria	Locally ROS registered NGOs and CSOs including cooperatives, locally ROC registered social enterprises, or academic institutions involved in project implementation Think tanks and research organisations Local organisation-owned bank account Due diligence & safeguards (e.g., project termination, blacklisting of individuals, not only organisations) undertaken for unusual cases e.g., grassroots initiative where personal bank accounts may need to be used.

Project Implementation

The implementation of the project had two main phases: First, identification and selection of relevant projects NGOs/CSOs. Second, technical support, capacity building, and follow up to the implementation of activities.

The evaluation found that the selection process followed the rules and regulations from the GEF Policy on Stakeholder Engagement (2017) and the Guidelines on the Implementation of the Policy on Stakeholder Engagement (2018).

UNDP developed a scoring system to evaluate the OA MGF Concept Proposals and Project Proposals. The organization used rigorous requirements as their selection criteria. Therefore, low rates of proposal submission were registered. To overcome this challenge, UNDP carried out Stakeholder's consultation meetings and a workshop to guide and assist NGOs in drafting comprehensive proposals which included the project's conceptualisation with a holistic approach. Presentations and templates were shared with interested organizations. After interviews with Grantees, the evaluation found that the workshop was an effective solution, as NGOs/CSOs could deliver high-quality proposals, including clear objectives and activities, timelines, results, exit strategies, etc.

Additionally, most of the consulted grantees that participate in the initial workshop referred to it as a great learning opportunity. This training has also helped the grantees to draft proposals for other donors.

The grantee selection process was well-documented and followed a rigorous process that involved key stakeholder. The OA MGF team, TWC, and NSC members reviewed project proposals using an appropriate scorecard. Despite the ambitious selection criteria, the OA MGF selected eight grantees who met all the requirements.

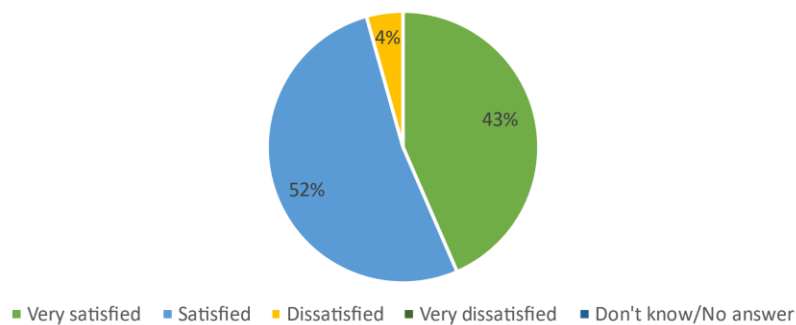
Following the strict selection criteria, the OA MGF selected eight grantees who met all the requirements. For the three OA MGF grants chosen for funding in 2019, one of the prerequisites was that grantees' projects must have received previous UNDP or SGP funding and the current OA MGF grant they were applying for had to be a scale-up, showing a significant expansion of communities involved or project scope. All three grantees selected fulfilled that criterion. Also, it is important to highlight that during this process NSC and TWC were involved, consulted, and informed according to the sources consulted.

Considering the Communication and Coordination, the overall assessment is satisfactory; UNDP kept partners informed at all project stages, engaged, and facilitated transparent decision-making. Between the government and UNDP, the NSC and TWC helped to promote an active participation; regular meetings with Grantees were also key during implementation.

According to the survey, 95% of the respondents answered Very Satisfied or Satisfied with the coordination and communication, and only 4% answered dissatisfied.

Figure 8. Satisfaction with the coordination and communication

9. How satisfied are you with the coordination, communication and synergies between UNDP/Government/NGOs?



Source Online Survey

Likewise, the evaluation team observed that Grantees and beneficiaries kept regular communication, in few cases, a focal point from the grantees stayed in the villages, and in most of the cases the communication was done via WhatsApp.

This close interaction between the grantees and the beneficiaries was key in the implementation of the project, Close contact with beneficiaries fosters relationships, trust, and connection, which contribute significantly to the achievement of results. In other instances, the grantees reported that the OA communities have greater trust and confidence with the NGOs than in their own members; for instance, they prefer the grantee organization to manage resources, such as money.

However, the evaluation team observed during the field mission, that often the village leaders did not participate in the projects' implementation. Consultations were done with the NGOs/CSOs, and the response is that Village Chief gave permission and were consulted but did not want to participate during the implementation. To avoid conflict in the villages, the evaluation suggests considering the governance in each community, to assess such risk and design or agree upon some mitigation measures.

Adaptive management

Adaptive management refers to the level of flexibility required by the Project to meet changing dynamics and emerging needs. The agreement between UNDP and the Government, allowed an adaptive management during the implementation of the project. The evaluation found that **UNDP utilized adaptative and flexible management that enabled it to adjust promptly in response to shifting conditions.**

The COVID-19 pandemic presented an enormous obstacle to the successful completion of the project. UNDP acted in an effective and efficient manner, adjusting to the new circumstances, and continuing to offer Grantees consistent support. Most of the surveyed participants highlighted UNDP's support during COVID, which allowed them to make the changes during the implementation of the projects.

UNDP identified as a lesson learned: “Adaptive project management - Key approach when in-person project monitoring visits were not able to be held, plans were put in place for other ways of getting updates on OA MGF grantees' progress. Also, in adapting to changes in the project team at UNDP Malaysia.” (UNDP, Annual Report 2021)

Monitoring & Evaluation

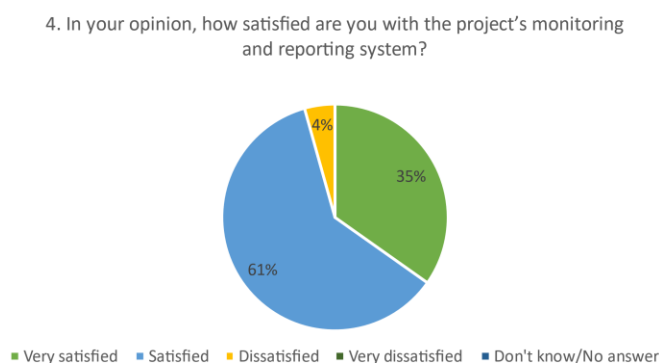
The evaluation team noted that the project design included a result framework with indicators that were not relevant to measure the intended outcome. During the project implementation, the reporting on the activities status was done regularly and according to the interviews, communication was highly relevant and useful as it helped to make timely decisions and agreements on strategic moments, especially during the crisis due to the COVID-19 pandemic.

The Project elaborated the following documents as part of the monitoring and evaluation activities: Annual project report, Mid-year progress report, virtual monitoring, and follow-up meetings. However, travel restrictions due to the COVID-19, did not allow field visits.

The overall assessment from the evaluation team, recognises the quality of the annual reports from UNDP and grantees. Reports included qualitative and detail information about the progress on each activity, with a gender focus and disaggregated data, identified obstacles, risks and adjustments.

According to different sources, **monitoring and evaluation were useful for the Project; for example, it allowed better decision-making with counterparts and authorities in strategic times.** The M&E system of the Project was innovative when carrying out online meetings and virtual monitoring involving key stakeholders from different levels and from remote areas with limited access to the internet. Such virtual monitoring allowed for a greater participation than what would have been possible had physical monitoring visits been conducted by UNDP. From the online survey, 96% of participants said that they were either “very satisfied” or “satisfied” with the Monitoring and reporting system.

Figure 9. Satisfaction with the M&E process



Source: Online Survey

The NSC and TWC meetings served as the avenue for monitoring the progress of activities, formulating corrective actions, and deciding on the direction of travel of the project, considering that NSC decisions were based on the recommendations by TWC. **These frequent meetings were the main decision-making mechanisms used for adaptive management and were fed by M&E sources to assess the status of different outcomes and outputs.** It was reported that the participation was consistently good, and issues were openly and constructively discussed.

As mentioned above, virtual monitoring was conducted instead of in-person field visits. This was through telecons with grantees every two to three months (March, April, July, October, and December 2020), grantees' sharing updates via WhatsApp with OA MGF Secretariat, and formal narrative and periodic progress reports submitted when grantees requested disbursement of tranches of their project grants. A final report was submitted upon completion of all project activities. Grantees also shared videos and photos of their field visits and progress on project activities. (2021 Annual report)

“The monitoring process was also done effectively with a great participation from the OA communities involved and the relevant stakeholders including the NGOs and government agencies” Online survey

Although, the project did not hire dedicated personnel for monitoring and evaluation for this Project, the UNDP team fulfilled these functions, especially the project manager, who also conducted training for grantees in M&E. “In January 2020, the OA MGF Project Manager conducted a field mission to Kuching, Sarawak to an OA MGF grantee and a project proposal applicant to identify M&E best practices for sharing with smaller, less-experienced NGOs”. (2020. mid-Year report)

A more robust monitoring system would have benefitted from a clear articulation of results and end target. Specifically:

- The project proposals from NGOs/CSOs did not include baselines
- The indicators were not standardised due to the diversity of the projects, so data collection is limited to measure the results from Grantees and the overall result of OA MGF.
- The project indicators to measure results are mostly input and process based, not measuring the change/achievement of results to the intended beneficiaries. The project document does not contemplate economic and social indicators.
- The progress of the indicators was recorded in various reports, which did not allow for the observation of trends over time.

The project did not include an explicit knowledge management strategy, but the evaluation found **that online monthly meetings provided the ideal setting for Grantees to exchange experiences, best practices, and ideas for overcoming obstacles.** Most of the sources consulted stated that they were able to showcase their initiatives, and network with persons working on other projects funded by the OA MGF.

Relevance

To what extent was the project in line with UNDP's mandate, the country's priorities, and the need of the OA communities.

The Project was highly relevant from the beginning, and remains relevant to the current context of Malaysia, the overall objectives were aligned with national policies and priorities, UNDP core mandate and the OA community's developmental needs.

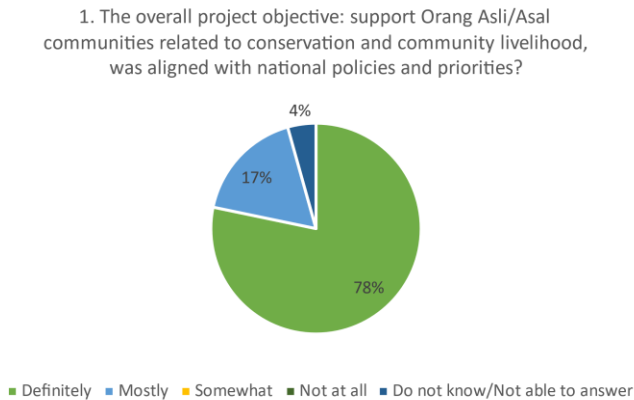
The OA MGF is the first UNDP project fully funded by the Ministry of Finance's National Budgetary process for 2019, wherein a budget of RM5 million was allocated for UNDP to support the Orang Asli/Orang Asal (OA) communities through community-led programmes to manage and protect the environment in their communities and to generate sustainable livelihoods. According to the project Document "Key development challenges which have been identified in 11th Malaysia plan (including other development literature) include the inability of Orang Asli/Asal Communities to react and participate in market-based industries (for instance, its ability to promote its cottage and agriculture products timely and effectively)."³⁰

The OA MGF was aligned with the Government's priorities, moreover with the 12MP and Shared Prosperity Vision (focus on environmental sustainability, social re-engineering, and economic empowerment): Mainly in Theme 2: Strengthening Security, Wellbeing, and Inclusivity and in Theme 3: Advancing Sustainability. It was also aligned with the UNDP Malaysia's CPAP which is aligned with SDGs and the national development agenda.

³⁰ 2019. Project Document - Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF)

Additionally, the evaluation found that 95% of the total of respondents in the online survey answer that the overall objectives of the Project were “Definitely” or “Mostly” aligned with the national policies and priorities.

Figure 10. The objective was aligned with national policies and priorities



Source Online Survey

The Project was aligned with UNDP's core function. UNDP's focus on human development and Leave No One Behind includes an emphasis on reducing inequality and addressing equity challenges. Therefore, UNDP has played a crucial role in addressing the disadvantaged condition of the Orang Asli community and has advised the government to conduct empirical research on poverty concerns among these indigenous groups.³¹

In relation to the United Nations Declaration on the Rights of Indigenous Peoples - UNDRIP- approved in 2007 by 144 countries, including Malaysia, the Project is aligned to articles 3 (Self-Determination), 19 (cooperate in good faith with the indigenous peoples concerned through their own representative institutions to obtain their free, prior, and informed consent) 20 (Indigenous peoples have the right to maintain and develop their political, economic, and social systems or institutions) 21 (improvement of their economic and social conditions) 38 (States in consultation and cooperation with indigenous peoples, shall take the appropriate measures).

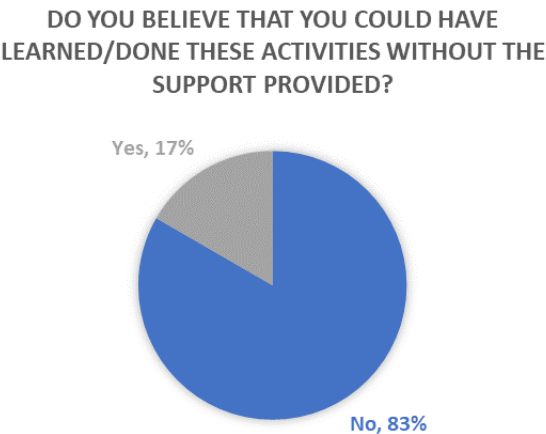
UNDP has the technical capacity and knowledge to implement projects on this matter. 'Study and Review of the Socio-Economic Status of Aboriginal Peoples (Orang Asli) in Peninsular Malaysia for the Formulation of a National Development Plan for the Orang Asli' was another study done by UNDP and UNICEF about the situation of Peninsular Malaysia’s indigenous people, published in 2014.

Most of the participants consulted during the interviews recognize the United Nations Development Program (UNDP) as a player that can be trusted since it adheres to policies and

³¹ 2014. UNDP Independent Evaluation Office. Assessment of Development Results: Malaysia

high-quality standards in programming. During the field mission, participants were asked if they could have done this initiative without the support provided, 83% said no.

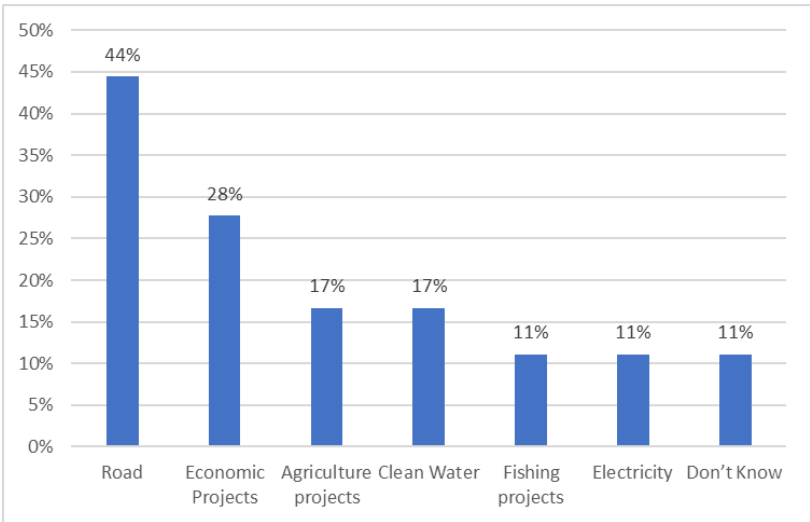
Figure 11. Perception about the support provided



Source Field mission

The Project responds to national priorities. The evaluation also found that the project addresses the most significant needs of the intended beneficiaries – the Orang Asli/Orang Asal. When asking participants what are the priorities of their village? Most of the villages answered Roads (44%) followed by the economic projects (28%), agricultural projects (17%) and clean water (17%).

Figure 12. Percentage of villages that refer to the specific need.



Source: Field mission

The evaluation found that the strategy to support OA communities through partnership with NGOs and CSOs, allowed to design and implementation of “fit for purpose” projects aligned with local needs, this approach manage to be successfully articulated and coordinated with

beneficiaries at the local level. Especially, in remote areas, where the NGOs/CSOs have some presence and has gained the trust of the OA communities.

UNDP comparative advantage

There has been considerable conflict between the Orang Asli communities and state governments over their continued customary rights in land and forests³². **UNDP's political neutrality and historical presence in Malaysia place UNDP in the ideal position to serve as a liaison between the government and OA communities.**

UNDP has a strong comparative advantage in carrying out a project of this nature, which can be understood in a variety of ways. UNDP's strategic support for the OA MGF is distinguished by its neutrality, independence, and flexible access the highest political levels. Moreover, UNDP

According to the evaluation, UNDP has a significant comparative advantage based on the following aspects:

- Extensive experience and technical expertise in the focus areas helped to accelerate the results.
- Relationship with government: Strategic positioning as a key government partner and alignment with government priorities and reform
- Neutrality and lack of political bias: stakeholders recognize its neutrality.
- Experience implementing other GEF projects: Ensuring that all activities are carried out in compliance with UNDP oversight policies and procedures.
- Emphasis on capacity development and demand-led programming.
- Flexibility and adaptability, which turned COVID challenge into an opportunity
- Regular consultations, coordination and harmonization with key stakeholders, monitoring and needs assessment.
- In terms of transparency, UNDP has displayed sound operational efficiency in mobilizing, disbursing, and accounting for the use of funds

UNDP selected high quality implementing partners with relevant and appropriate characteristics to carry out project activities; oversaw activities in an innovative manner; and made timely decisions at critical moments. As a result, the project's outcomes reflect this.

UNDP was able to build and establish strong relationships with NGOs, and thus with OA communities. As a result, this trusting relationship is one of the keys to achieving more effective and efficient long-term results.

³² Izawati, W. 2016. The Orang Asli in Peninsular Malaysia and the recognition of their land rights under the aboriginal peoples act 1954. Malaysian Journal of Syariah and Law. Accessed: [file:///C:/Users/Ling/Downloads/15-Article%20Text%20\(without%20name%20and%20affiliations\)-57-1-10-20170807.pdf](file:///C:/Users/Ling/Downloads/15-Article%20Text%20(without%20name%20and%20affiliations)-57-1-10-20170807.pdf)

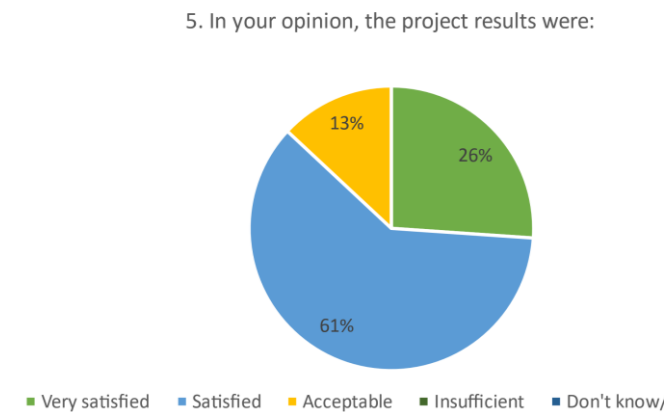
Effectiveness

The extent to which project management resulted in outputs/results towards outcomes delivery in a timely manner. The extent to which the Government of Malaysia and UNDP resources (financial, technical and expertise) adequate to address gender inequalities through project interventions.

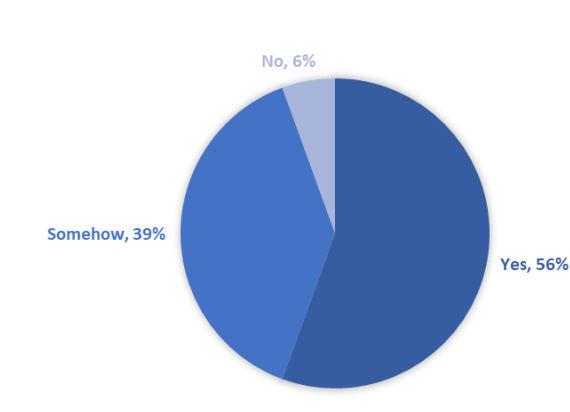
The evaluation found that most of the people consulted were “Very Satisfied” and “Satisfied”, with the results of the project more specifically 87%, 13% said that the results were acceptable and 0% answered Insufficient. During the field mission, the interviewees were asked to answer if the project fulfils their expectations, 56% answered yes, 39% answered somehow and 6% said No.

Figure 14. Percentage of villages that answer yes, somehow, or no

Figure 13. Did the project fulfill your expectations?



Source Online Survey



Source Field mission

The evaluations found that **the project achieved mix results**. This is due to the broad outcomes established by the design of the Project, which resulted in the selection of projects focused on various dimensions of development.

UNDP was successful in the process of selecting the grantees. UNDP carried out training for all interested NGOs and CSOs with ground experience working with OA communities. Therefore, the proposals presented were properly focused, with clear objectives and results.

"The selection process of the grantees was done professionally and hence resulting in the selection of various projects involving various aspects of OA life" Online Survey

UNDP was successful in **monitoring and supporting closely the Grantees**. Due to the challenges of COVID and the travel restrictions, monthly online meetings were held, and follow-up was made

to the reports submitted by the Grantees. Monthly virtual project progress meetings involved OA MGF grantees, NSC and TWC members and UNDP colleagues.

“OA MGF virtual talk series (Getting to Know OA MGF: 8 Projects, 8 Thematic Areas) which profiled OA MGF grantees' projects over 4 sessions. These sessions supported closer collaborations between OA MGF grantees, NSC, TWC and UNDP colleagues. One of the outputs was OA MGF getting invited by UNDP Malaysia's Accelerator Lab to be part of an assessment of readiness for grantees to use a Sabah rural e-commerce platform being piloted by UNDP. The results from this assessment helped OA MGF support the development of 2 project proposals for submission to the Ministry of Finance”. (Annual Report 2021). In addition, grantees were invited to present and share their effort during UNDP webinar: “**Orang Asli/Asal Communities Building Back Better During Covid-19**” in conjunction to the World Indigenous Peoples Day. The webinar showcases success stories from communities that have partnered with GEF, SGP and OA MGF in Malaysia.

Additionally, one of the challenges highlighted by grantees was in communicating with the state and district level representatives of JAKOA. One of the JAKOA representatives from OA MGF's TWC and NSC from JAKOA Federal Headquarter supported OA MGF Secretariat to organise joint JAKOA-OA MGF meetings by state with its grantees. A series of 3 meetings were held at Pekan district of Pahang state in August 2021 and resulted in a closer working relationship between JAKOA at the federal, state and district levels and OA MGF grantees.

"Project monitoring by UNDP Malaysia was excellent throughout the OA MGF journey. The project activities were successfully completed because of their invaluable support. For sure future phases require similar assistance to replicate the successes." Online Survey Respondent

The evaluation found that feasibility studies were not conducted to allow a suitable project identification, prioritization, and approval. In some cases, project ideas came from the communities' experience, but not derived from appropriate market analysis/ targeted needs assessment. This technical advisory to communities could have been provided if there was enough human resource. And is even more important considering that production costs in remote areas are often too high, narrow client base, and thus communities often produce the same products raising the supply and may increase intra-competition.

Nevertheless, UNDP approach allowed social diagnostics and a detailed needs assessment, by involving NGOs/CSOs as responsible parties that already had several years of experience working with OA communities, it was possible to design and implement projects tailored to the needs of the beneficiaries. Grantees had already identified power relationships and governance issues. For example: some communities are traditionally communitarian, more willing to volunteer, and others are more individualistic. They had also identified that the participation of the beneficiaries

increases once results have been demonstrated, without results the participation of the community is lower.

Although there was no formal strategy for Knowledge management, with guidelines, objectives and metrics, the programme was successful in identifying and sharing good practices among Grantees. Which clearly helped Grantees to find and identify different solutions to the challenges they had to face during the 'Project's implementation.

OA MGF led UNDP Malaysia's first ever World Indigenous Day (9 August 2021) celebrations in partnership with the Economic Planning Unit, Prime Minister's Department. The event involved a policy discussion panel, project showcases and the launch of indigenous folktales publications by 2 grantees (Wildlife Conservation Society (WCS) Malaysia and PACOS Trust. (Annual report 2021)

At the institutional level, the wealth of knowledge to inform policy is perhaps the most remarkable achievement the Project has accomplished. By working with many indigenous communities, the government gained exceptional experience, insights and knowledge that can be highly valuable for future programming on the OA communities. There is a clearer idea of the context, challenges, and great potential of working with indigenous communities. This would provide critical insights into the upcoming development of the Orang Asli Blueprint between UNDP and the Ministry of Rural Development.

For example, one of the lessons learned from grantee Global Peace Foundation states that: "We found out that as recent as 15 years ago, most of the OA's livelihood depended on forest hunting and gathering. They could easily harvest 'gaharu', ratan, 'kelulut', herbs and wild fruits for their own consumption as well as trading. Things have then changed drastically as deforestation took place and various plantations were established around them. At one point, it became too difficult for them to forage that they had to move into agriculture-mostly rubber tapping and working in nearby plantations and farms."³³

"Greater visibility for the indigenous communities at UNDP OA MGF project sites. State Government took notice of the project activities and have since pledged complementary capacity building training, financial support and short- to -medium community projects". Online survey

For NGOs/CSOs, the evaluation team found that the project strengthened capacities in multiple aspects:

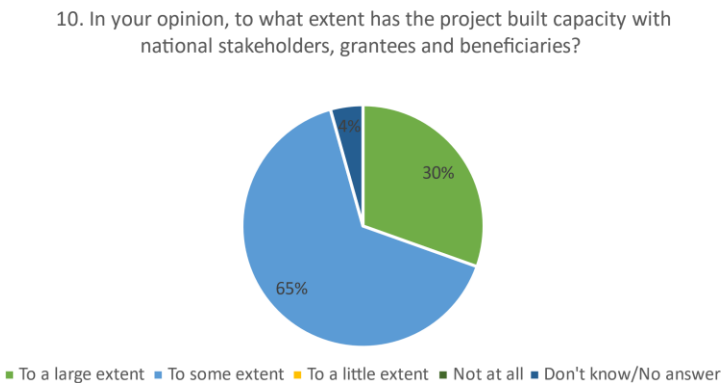
- They were trained to develop and present proposals and mobilize resources; grantees learned to prepare donor reports.

³³ 2022. Global Peace Final report

- During monthly meetings, they presented the status of their projects and the results to multiple stakeholders, allowing them to have a more direct dialogue with high-level government officials.
- The project created a network for grantees to share experiences.

According to the online survey, the OA MGF contributed to capacity building of the grantees and beneficiaries. Most of the surveyed (85%) said that the project-built capacities “To a large extent” and “to some extent”

Figure 15. Capacity Building



Source: Online Survey

“Greater visibility for the indigenous communities at UNDP OA MGF project sites. State Government took notice of the project activities and have since pledged complementary capacity building training, financial support and short-to -medium community projects.”

The evaluation team observed the following results in the OA communities:

According to the field mission, the project's beneficiaries have acquired new **skills** after completing the programme. For example, the evaluation team could observe that Kg Orang Asli Melai (Pekan, Pahang) participants learned a new way (different from the traditional) to do organic farming during the training provided by YKPM (funded by OA-MGF), and now they can produce organic vegetables with higher market value. However, the communities have a lower

Figure 16. TE Field mission interviews with KG Orang Asli Melai



Source: TE Field mission

understanding of business management and therefore, need a sustained in time process to build capacities and skills.

"The important aspect of the project is to equip the local communities with skills and knowledge for them to be self-sufficient" Online Survey Respondent

The evaluation team found that the project achieved results in terms of empowerment of the beneficiaries. For example: Kg Pitas Laut (Kinabatangan, Sabah) participants are proud to be able to register their community group as a Registrar of Society-approved Community Association. When interviewed, a member of the Association committee said that having a formal association contributes to a better organization in community projects. He added that the training provided and coordinated by the grantee- Lead Spiral was instrumental in preparing the communities to convening meeting, minute-taking, and running a community account. The group is now more organized and structured, and each members know their role and responsibilities.

"Through this UNDP OA MGF platform, we witnessed indigenous communities being empowered from being unaware of their stewardship roles, to become leaders that safeguard the environment in their area". Online survey Respondent

Likewise, by increasing social cohesion and empowering OA Communities, governance systems were built. "This increased capacity and cohesion of the community has also enabled the villagers to build better systems of governance. Through the transparent and accountability systems being put in place for the farm, similar principles of accountability are also being introduced into the village leadership. In this way, the village leadership is more respected and empowered to lead and gain the confidence of the community in moving everyone forward. When the leaders are equipped and the system of governance strengthened, the community is able to find a platform to have their complaints heard and be confident of a fair outcome. With this they are now more able to command the cooperation and trust of the community."³⁴

The evaluation found that the project was able to achieve results in terms of access to new markets and income generation. Nevertheless, the project did not include a baselines or indicators referring to income, therefore the evaluation team was not able to calculate the increase on the income generation. "Through the project, the communities understand better about social enterprise and working as a team in a community-based enterprise. They also practise keeping records of their sales to keep track of their finances. We are unable to determine whether they have experienced increases in sales with the pandemic affecting economic

³⁴ 2022. YKPM Final report

activities and markets only starting back up again. The communities have reported that sometimes their sales are high and sometimes their sales can be low.”³⁵

During the field mission, in more than seven villages, participants expressed that they have seen an increased in their income. In Kg Tampasak (Penampang, Sabah), participants said the economic projects (organic farming and the produce of banana chips) funded by OA-MGF had generated additional income. These projects also help to diversify their income sources.

“Introducing entrepreneurship elements to Orang Asli / Asal as a means to generate income as well as sustaining their livelihood. This will open their minds to explore other avenue for income”. Online survey

The OA MGF achieved results in terms of access to electricity, for example: Kg Orang Asli Bukit Biru participants felt grateful to have access to electricity (funded by the OA-MGF) installed by the grantee Global Peace Foundation. Before this, they rely on oil lamps and candles at night, and spend excessively on batteries or go to town for charging their mobile phones. “There is a significant reduction in household energy expenditure from a monthly average of RM 72 before the project to just RM 9.50 after using the solar lighting system (reduction of 87%). The number of families who purchase non-renewable energy (eg. fuels, batteries) has also decreased from 83% to 26% post-project.”³⁶

Under conservation, the evaluation found that the Project demonstrated results in Kg Orang Asli Punan (Mersing, Johor) participants said the community-led siren fencing provided by grantee WCS has reduced the frequency of human-elephant conflict in their village and help to prevent their farm crops (their main income source) from damage by elephants. The participants set up the fences (funded by OA-MGF), based on the training provided by WCS

Figure 17 Siren fencing participants at Kg Punan



Source: TE Field mission

During site visit, many participants of various projects indicated the OA-MGF project activities had strengthened the community cohesion. A community initiative often starts with village-wide consultation, to inform and invite participation. When the project activities began, it created opportunities for participants to meet regularly to discuss and decide on project

³⁵ 2022. PACOS Final Report

³⁶ 2022. Global Peace Final report

activities and work together. According to a community member interviewed, “The many meetings slowed the progress, but it has improved relations.”

“It improved the livelihoods of the OA by two times. It gave a model of hope and way out of their poverty. It empowered the OA to be more informed and more able to connect meaningfully with JAKOA”. Online survey respondent

The OAMGF raised awareness on the importance of recognizing traditional knowledge as part of the OA community’s sustainable livelihood. Documenting and promoting traditional knowledge were one of the key objectives of some grantees. During the interviews, key stakeholder referred to the importance of using available technology and online resources to document and preserve indigenous traditional knowledge.

Reports from the grantees also provide some examples on how they were promoting and preserving the traditional knowledge:

- “As a marginalised group in the fishing sector, the participation of indigenous and local fishing communities in this Project revealed the importance of recognizing traditional ecological knowledge, which can contribute to successfully co-managing the LKSW Ramsar region. Traditional environmental knowledge can be included in Malaysia’s Framework for Ecosystem Approach to Fisheries Management in the future” (2022. LEAP SPIRAL Final Report)
- “The farm marketing enterprise started with identifying champions and their preferences, providing technology support, and seed capital. These farms are owned by the OA, and the whole community shares in the profit and captures 40% of the retail price. This shared prosperity enterprise takes into account the traditional worldview of the OA and their lifestyle, and shapes the livelihood model such that it preserves the OA culture, yet empowers the community to protect their diminishing resources.” (2022. YKPN Final report)
- Another example is SBC, when supporting youth to document their best practices: “The youth of Kampung Semadang and Rh Simon are taking roles in preserving their rich Traditional Knowledge in biological resources and have established a system to conserve and disseminate their TK through online platforms i.e., Facebook.” (2022. SBC Final Report)
- PACOS also supported and guided the documentation of the most significant aspects and values of the community. “All 10 communities managed to produce documentation of their traditional knowledge in their own native language. After having been drafted, checked and verified by their communities on the content, arrangement and veracity as well as with the help of the Kadazan Language Foundation (KLF) and the team in orthography, editing and formatting, the documentation was ready for printing. The communities in Peninsular Malaysia also sought the help of Istitut Linguistik SIL to check

on the orthography or spelling system to be employed in their documentation. Once the documentation has been printed, they will be displayed and used in the community learning centres (CLC) in the village as learning materials and references". (2022. PACOS Final Report)

Country ownership

The OA MGF was in line with national policies where national institutions were involved in the design and selection of NGOs/CSOs as agreed in the NSC and TWC meetings. Their commitment and appropriation were generally adequate, though greater involvement from local governments could have been expected. At the national, regional, and site levels, country ownership was adequate.

The national government recognized the significance of the grantees' work with OA communities and gained knowledge about the best way to support these OA communities.

The following example illustrates this situation: "Forever Sabah built working relationships between the Sabah Forestry Department and communities deemed under the law to be "encroaching" on forest lands while living in their ancestral villages. Even though the project has ended, and even though, much depends on the goodwill of future Forestry Staff, this community has developed mutual respect with the government agency most important in their lives."³⁷ Such trust and relations pave the way as the Sabah Forestry Department is in the process of developing a new Management Plan of the Ramsar Site.³⁸

"Closer collaboration between the Government, UNDP, project grantees and the Orang Asli (OA) communities and further understanding of issues faced by the OA and the potential ways to address them to further enhance their socio-economic well-being" Online Survey respondent

The evaluation team also found that the OA MGF set up the conditions to influence other stakeholders beyond the scope of the project: "sharing of OA MGF grantees' projects and knowledge beyond OA MGF through cross-team collaborations at UNDP Malaysia with the Gender Team, the Accelerator Lab in their effort in the development of cross-practice proposals for the new rounds of Ministry of Finance funding (e.g., greening rural economies and eco-tourism) as well as through discussions with JAKOA to support the development of their Indigenous Peoples Development Policy (DPOA)". (UNDP. Annual Report 2021)

Efficiency

³⁷ Forever Sabah Staff

³⁸ From UNDP's mission report during the field mission to Leap Spiral's site

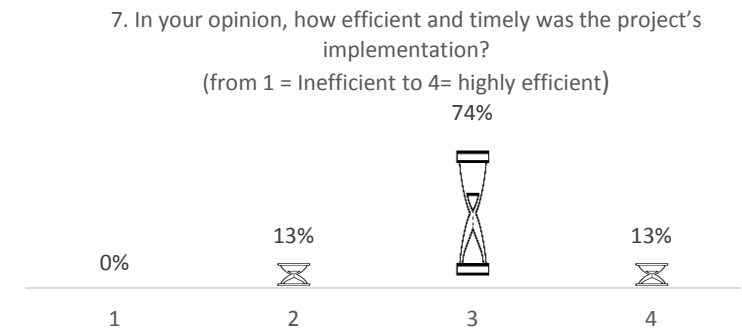
To what extent economically resources or inputs (such as funds, expertise, and time) were translated to results. An initiative efficiently uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and highlighting more effective uses

The agreement between UNDP and the Government was signed on 1 September 2019 and was scheduled to conclude on 31 December 2021. Due to the delays created by the COVID pandemic, a six-month extension (at no additional cost) was implemented, extending the deadline to June 2022.

During the interviews, all grantees said they had completed the activities 100%, for activities that could not be carried out because of Covid-19, “adaptive approach” was used, and were able to change or adjust some of the activities after discussing with the Project Manager. For example, grantee WCS Sarawak, could not conduct community education in-person (face-to-face), so they changed to broadcasting via Radio.

According to the survey, most of the participants (87%), rated it “Highly efficient”, and “efficient” the implementation of the project.

Figure 18. Was the Project efficient?



Source Online Survey

Factors that contributed to the efficiency of the project:

- Coordination and communication, the regular meetings between Government, UNDP, grantees, and OA communities.
- Selection process of NGOs with a participatory approach.
- Knowledge sharing between grantees and online meetings with participants at a higher level.

Main challenges:

- COVID and travel restrictions. Access to OA communities was restricted, therefore some activities were delayed and other adjusted. The project was granted with a 6 months' extension.
- Needs, context and values are diverse among the OA communities. Engaging with OA communities takes time, because there is a need to build trust, and most of them are motivated by tangible results. It is a continuous process that requires good communication, patience, and empathy. Therefore, projects engaging OA communities should have a mid to long term horizon.

“Due to the emergence of COVID throughout the length of project implementation, grantees were forced to undertake various necessary changes to the initial planning of each project which might have altered a bit the results but overall, the main objective was still achieved. As a result of COVID too, physical visits to the projects were not able to be undertaken, a process which could have been more useful and meaningful in terms of understanding the issues faced by each project on the ground.” Online Survey respondent

As mentioned before, due to the challenges of the COVID pandemic, most of the meetings had to be held online. These meetings helped grantees to share information and broadcast results to higher levels. The government was able to track on the Project's result, but more important to understand OA communities' reality, challenges, and way of life.

The evaluation team found that the OA MGF was implemented based on a targeted approach and rooted in FPIC principles. UNDP selected NGOs/CSOs that had experience working closely with OA communities, which helped make the project more effective, since there was already a relationship of trust between NGOs/CSOs and indigenous people.

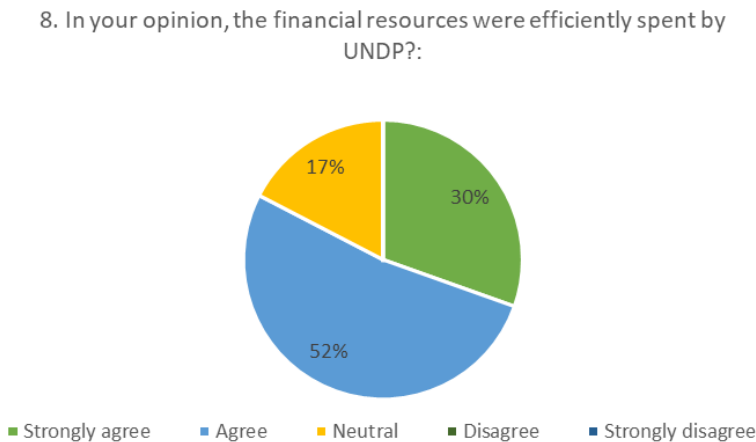
On the other hand, the OA MGF covered different key themes: Land degradation, access to clean water, community-based enterprise and fair market, biodiversity conservation, climate change, traditional knowledge, food security, Rural electrification, each of these issues involves a series of specific challenges, and therefore required human teams with the different technical knowledge and specific experience. **The project was able to provide targeted support to each of the different key areas covered by the project by designating established Grantees as responsible parties.**

“Projects or programme with IPLC need to be highly adaptive, which can prolong a project. IPLCs, thus require project timeline extensions. But UNDP's respond to this need has been very positive.” Online Survey respondent

In this regard, the evaluation observed that some initiatives adopted a top-down strategy while others utilized a bottom-up one. In both instances, the outcomes were mixed, making it difficult for the evaluation to determine which strategy was the more efficient/effective. Given the uniqueness of indigenous groups, their customs and values, the evaluation stresses the importance of understanding the needs and realities of each community before planning any initiative with OA communities.

As per the budget, most of the surveyed answered “Strongly agree” and “agree” (82%) when asking if the resources were efficiently spent. 17% answered “neutral”

Figure 19. Was the resource spent efficiently?



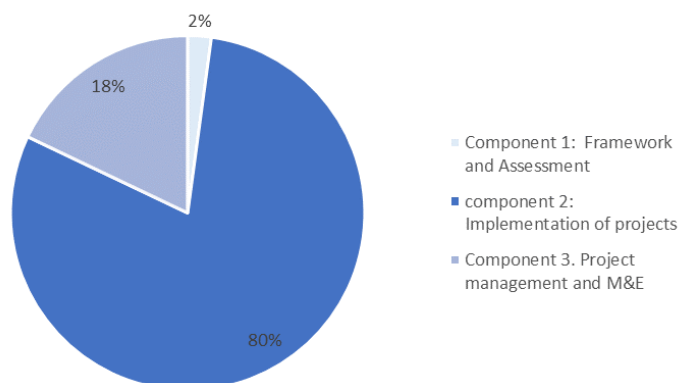
Source Online Survey

On 2 November 2018, as part of Budget 2019, the Ministry of Finance announced the allocation of RM5 million (USD 1,011,990) for a UNDP-implemented Micro-grant facility that benefits Orang Asli/Orang Asal (OA). UNDP included three components/Outcome to implement the OA MGF:

- Component 1: Framework and Assessment (21.730 USD)
- component 2: Implementation of projects (808.780 USD)
- Component 3. Project management and M&E (181.480 USD)

The following figure shows how the budget was allocated for each component:

Figure 20 Budget per Component



Source: UNDP

Out of the total of the budget, the 71% is distributed between the selected grantees. Eight NGOs/CSOs which completed and passed the capacity assessment exercise were awarded to implement the projects. To distribute the budget, UNDP conducted two rounds of proposals:

According to the Project document: “The first call (which has higher allocation) will be on fast-track approach focusing on 1st tier NGOs who have high capacities, have already available projects that UNDP can leverage on and able to deliver timely as need. The second call for proposal which have a lower allocation, will be focusing 1st & 2nd Tier NGO/CSOs which also have high/satisfactory capacities to implement projects, have available targeted projects but may require some technical assistance to develop the project further”.

To date all 100% of the fund had been allocated to the Grantees, except for WCS which the last payment is still pending.

Table 6. Funds allocated to each Grantee

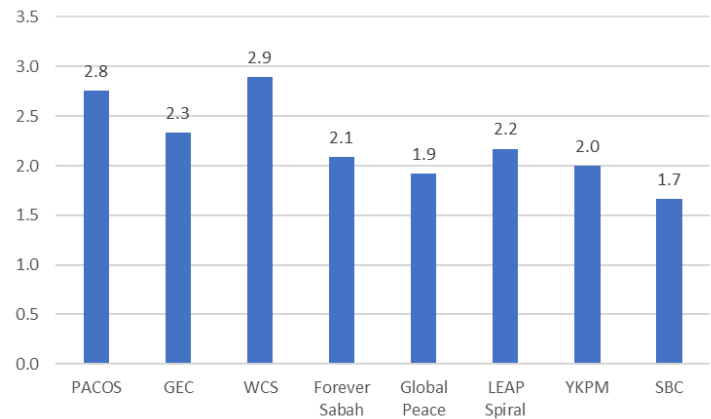
Grantee	1st Payment	2nd Payment	3rd Payment	Final Payment	Total	USD
PACOS	180,000.00	180,000.00	180,000.00	60,000.00	600,000.00	150,000
GEC	180,000.00	180,000.00	180,000.00	60,000.00	600,000.00	150,000
WCS	179,880.00	239,840.00	119,920.00	59,960.00 ³⁹	599,600.00	149,900
Forever Sabah	66,000.00	66,000.00	66,000.00	22,000.00	220,000.00	55,000
Global Peace	65,895.00	95,895.00	35,895.00	21,965.00	219,650.00	54,913
LEAP Spiral	65,867.00	65,867.00	65,867.00	21,954.00	219,555.00	54,889
YKPM	65,100.00	65,100.00	65,100.00	21,700.00	217,000.00	54,250
SBC	56,500.00	65,200.00	76,300.00	22,000.00	220,000.00	55,000

Source UNDP and Grantees Final Report

³⁹ At the close of this evaluation, the payment is pending with a payment date of October 24

The evaluation also found that grantees completed their activities in an average timeframe of 2.2 years. Based on calculation the month they received the first payment to month they received the last payment.

Figure 21. Number of years to complete activities by grantees



Source UNDP

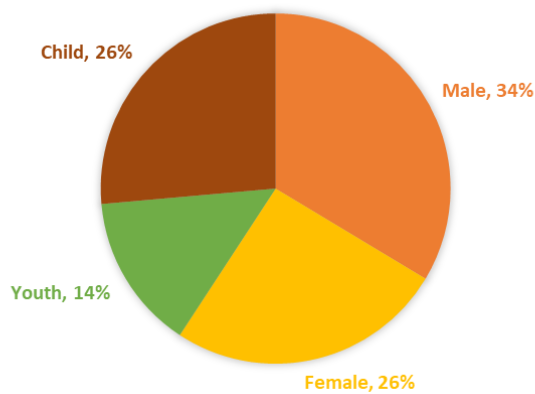
Gender equality and women's empowerment

Gender equity and women empowerment and mainstreaming were addressed by the project. Regarding the gender and human rights approach, the evaluation highlights that the project focused on highly vulnerable communities, even though there was no specific gender strategy nor a Social and Environmental Screening during the project formulation stage.

According to the grantees final reports, the OAMGF had a total of 2541 beneficiaries⁴⁰. The figure below shows that 34% of the beneficiaries were males, 26% were women, 14% youth and 26% children.

⁴⁰ The total number do not include SBC as their report did not include disaggregated data.

Figure 22. OAMGF Beneficiaries disaggregated by male, female, youth, and children

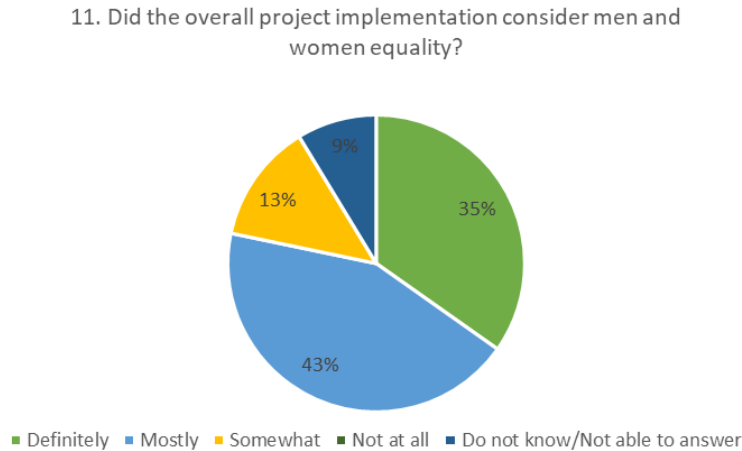


Source Grantees Final reports

According to surveyed participants, 78% said that the project implementation considered men’s and women’s equality “definitely” and “mostly”, 13% said “somewhat”, and there is 9% answered, “do not know”.

- For example, NGOs/CSOs included disaggregated data on men’s and women's participation, but few focus on gender and women’s empowerment

Figure 23. Gender equality



Source Online Survey

During the field mission, when asking the participants if the project considered men and women equally, 100% answer yes and provided the following feedback:

- No restriction.
- Everyone can join.
- No restriction.

- However, chicken farming is handled by women only, as the men are not interested.
- Men and women help each other.
- Everyone could join the project. Men build the house, women manage the account, buy building materials, and prepare lunch.
- At first, they thought of Swiftlet House only. But the swiftlet mainly involved man only, so they built a smaller swiftlet house. The balance was used for duck egg farming so that women have a chance to be involved in the OA-MGF project.
- Equal chance. But in this project, most participants are women, Men are more interested in the eco-tourism project.
- No restriction on participation.

After the field mission, the evaluation finds that in most cases there are no major barriers for women to participate in OA MGF activities, women's opinions were taken into consideration and there is space for them to participate. The work of the grantees with communities has provided an opportunity for women to participate more in activities traditionally performed by men in villages. Some examples:

- “We feel this expansion in women’s role is more of an opportunity than a burden” (2022, Forever Sabah).
- “We have recommended to each village to include women in their working committee, which all the villages agreed on. For example: in Kg. Teraling, there was no committee prior to this project. During the committee election in April 2021, 4 women were elected in the committee of 9 people. This shows a good participation of women in the village.” (2022, Global Peace)
- “Women have playing active roles in their communities under this project, gaining access to new tools and knowledge through the many activities, and began earning income from the projects in Mumiang and Sri Ganda (with other communities on track to earn soon).” (2022, Leap Spiral)
- “The women also sat in leadership roles. The farm committee had 7 women members, which is more than 50% of the committee of 12 persons.” (2022, YKPM)
- “In Kampung Semadang, six (6) women were empowered and played an important role in leading the propagation and distillation activities whereas two (2) female youth assisted the group in IT-related activities. As for Rh Simon, nineteen (19) women were empowered in the project, mostly taking charge in Koperasi management, propagation, and distillation activities.” (2022, SBC)

Rather than imposing gender activities into the project/communities, it is better to consider the organic process that emerges from the communities. The project has emphasized the importance of gender equality with all grantees, creating more space for community practice to emerge. Such organic practices on gender should be promoted and documented.

It is important to mention that the project complied with the observance of Free Prior & Inform Consent. Community consultations the inclusion of Beneficiaries in decision making, and compliance with the United Nations Declaration on the Rights of Indigenous Peoples and Other relevant UN human rights instruments. All relevant stakeholder groups were identified and enabled to participate in a meaningful and useful manner, following customary ways of decision-making.

Sustainability

The extent to which UNDP or the project established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups.

How did risk management, documentation of lessons learned and exit strategies contribute to overall sustainability.

Potentiality of project to replicate achievements, and learning from failures

As mentioned earlier in the effectiveness section, the project results are subject to external factors beyond the project's control. For example, the market prices are volatile, also the production costs can change, affecting competitiveness, and transportation logistics, demand for the products in the case of organic production.

The project made efforts to build capacity at the local level, and train the OA communities, but the need for further training is essential, capacity building is important to sustain the progress made so far with these communities, and to make the positive results remain in time.

Sustainability is the main point of attention that the evaluation has about this project; if the political commitment and institutional arrangements of a sustained-in-time support to the OA projects is not given, it is unlikely that the expected impact of socio-economic development will be achieved, especially in those communities that highly depend on technical support and guidance from the grantees.

The evaluation found that financial, policy and environmental sustainability of the OA MGF are at higher risk because:

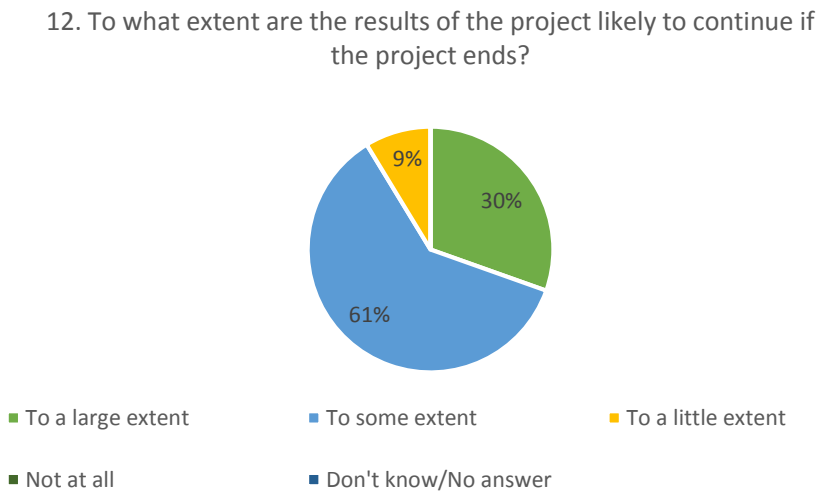
- Short-term projects cannot be expected to have long term impact as they depend on several external variables and enabling conditions.
- The OAMGF results relies on the further investment from the government and other stakeholders like donors for continuity, replication, and upscaling of project results.
- The government's stance and policy toward the needs and interests of OA communities are ambiguous. The political will to support and empower the Orang Asli/Orang Asal is determined by those in positions of power and decision-makers.
- Environmental sustainability is a long-term goal that is also dependent on many external factors, such as raising awareness among OA communities who see natural resources as a means of survival.

“Considering the communities limitation, the long-term sustainability of projects after hand-over to the communities can be an issue” Online survey respondent

Institutional sustainability is a moderately risk, as the grantees have shown a great commitment to continue working for the interests of the OA Communities. The preliminary results would be continued via the GEF 7 Small Grants Programme (UNDP SGP OP 7). UNDP is also in ongoing discussion with the Ministry of Rural Development to support the formulation of an Orang Asli Blueprint.

According to the survey, 91% perceives that the results are likely to continue “to a large extent” and “to some extent”, but 9% said that “to a little extent”.

Figure 24. Sustainability of the Project



Source Online Survey

When asking the same question to the OA communities during the field mission, most of them (66%) said that they are planning and will continue to do the activities but will need some support from the NGOs/CSOs, for the other 33% won’t continue or will depend on stronger support in terms of resources and guidelines.

According to the interviews, field mission and the data review, the evaluation concludes that the sustainability depends on continuous commitment and support from grantees, as well as new projects to provide continuous support, adequate assistance to the OA communities.

For example, on the projects that were able to generate additional incomes, like grantee YKPM’s organic farming and grantee SBC’s distilled essential oil, beneficiaries strongly rely on Grantees to market their products. Without YKPM, they have no way or means to sell their products while

for SBC, it is a new activity where communities are introduced to produce new natural products which can be promoted to a niche market. Another example is: Kg Tampasak, the community has established a robust and strong business that could be managed by the village themselves, nevertheless, they depend on the Community Market electronic platform which is managed by the grantee PACOS.

Replication approach

The Project document does include a brief section on replicability that broadly states that the project results can be replicated in designing and running selected development projects for OA communities, and therefore the implementation may be replicated in different areas with similar conditions. Also, the project design implies that by building capacities, there will be an institutional spill over of these initiatives.

The Evaluation finds that this replication approach is a limited because there are gaps on how to specifically reproduce this intervention; for example, there are no clear incentives, plans or resources to capture the 'Project's learnings and disseminate them in the future.

Anyhow the evaluation found that some of the initiatives/activities of the grantees have shown special interest from other key stakeholders:

- JAKOA has noted that they would like to replicate OA MGF's management structure because they see the management structure of OA MGF with its TWC and NSC levels and multistakeholder approach to indigenous peoples' issues as being very effective and efficient. (2021 Annual report)
- The approach to address land legality issues, reforestation and livelihood diversification through this Project has been recognized by JCSC and SFD as potential to be replicated and implemented state-wide. (Forever Sabah 2022)
- Grantee LEAP Spiral has participated in The UNDP Oceans Innovation Challenge's third call which is scheduled to begin in 2023 to scale up area-based management of fisheries/LMMAs and expand the use of Open Data Kit by indigenous and local fishing communities. If successful, this could facilitate the participatory process with other stakeholders outside of the Ramsar site, namely fisher groups from Sandakan's many water villages and other community fishing zones in Sabah. (LEAP SPIRAL. May 2022)
- In presenting this model to JAKOA and various state agencies, JAKOA has decided to support the farming activities in the second village of Kg Melai by providing a small grant support. It is hoped that this model can be scaled up and made a model for replication in other villages. (YKPM. Final report. March 2022)
- Similar approach on community empowerment can be adopted in any similar community engagement or projects particularly the capacity buildings and the Access and Benefit Sharing mechanism. The idea was first mooted through the Lit Sara® Project which was supported by the GEF-UNDP and the Federal Ministry of Land, Water and Natural Resources on Access and Benefit Sharing. (SBC. 2022)

5. Conclusions

Efforts to develop the socio-economic conditions of the OA communities in Malaysia is highly challenging due to many factors such as economic context, low levels of education, lack of basic infrastructure (some villages have no regular electricity and water) and transportation. In addition, the level of community cohesion is a deciding factor of whether an initiative can take roots within an OA community.

The project objectives and expected achievements are relevant and well aligned with the development priorities and needs of Malaysia. These priorities have not changed significantly since the start of the initiative.

The OA MGF's main purpose was to enhance the socioeconomic situations and reduce the vulnerability of OA communities through sustainable environmental management, considering most of the OA communities live adjacent to natural environment. By placing vulnerability at the centre and understanding the context in which the extremely poor depends on natural resources for livelihood and sustenance, NGOs and CSOs could design programmes that were both culturally and economically appropriate for the people that are hardest hit by the effects of environment degradation and climate change.

The project design did not include an explicit ToC with specific links between inputs, activities, outputs, and outcomes. Considering the reconstructed ToC, the outcome was achievable and adequate, and UNDP delivery overall rate was satisfactory. Nevertheless, changes in the OA community lives is a long-term impact, that also depends on many other external variables. Future intervention should aim at more specific and impactful initiatives in fewer areas, with the possibility to scale up organically.

Selecting NGOs and CSO was the adequate approach to reach the OA communities. The selection criteria established for the grantees were rigorous. As a result, UNDP successfully reached and selected organizations that meet the criteria with the appropriate structures and capacities. The evaluation concludes that, for this pilot initiative –successful implementation of the various OA initiatives was possible due to solid partners with a strong presence on the field. Otherwise, compliance with the activities and objectives would not have been achieved given the extensive engagement and trust building process with the communities which precedes any activities at any given community.

UNDP demonstrated adaptive capacity to manage complexity with limited resources, mobilizing support and facilitating synergies between grantees and the government. It promoted the enabling environment and coordination framework needed, integrating grantees into the project without establishing new institutions.

The evaluation observed that the project performed quite efficiently, considering that the OA MGF covered thematic areas of land degradation, access to clean water, community-based

enterprise and fair market, biodiversity conservation, climate change, traditional knowledge, food security, Rural electrification, with limited resources, as the total of the budget was distributed into eight grantees.

- The project was successful in sharing case studies, providing technical assistance, and training: The OA MGF contributed to strengthening grantees work by facilitating the recognition of their projects with the government. During the virtual meetings often attended by the Technical Steering Committee/ National Steering Committee members, grantees presented their projects and results, which allow them to interact directly with government counterparts.
- On the other hand, grantees learnt how to write applications for resource mobilization and implement more comprehensive reporting and monitoring systems. However, there are areas for improvement, in terms of data collection.

UNDP did emphasize the importance, value and involvement of male and female in the projects delivered by the grantees, however, further gender activities including gender analysis, dedicated trainings on gender, and specific topics such as leadership for women and men, gender sensitivity, etc. would have been useful. According to UNDP: *“OA MGF puts a priority on gender-sensitivity in terms of selection of community stakeholders and their involvement in OA MGF-funded projects. This helps to promote the involvement of women, men, youth, and, where possible, girls and boys in projects”* (OA MGF Annual Progress Report 2019).

The main contribution of the OA MGF was to use the legitimacy and political neutrality of the UNDP to improve the responsiveness of government policies to bottom-up needs and challenges. The technical support provided by UNDP for selecting and supporting the Responsible Parties or Grantees was highly valued by the government. The selected project proposals included exit strategies, for the short term, but longer-term sustainability requires a continuous focus and investment in the community empowerment and bottom-up initiatives by state actors and development partners.

6. Recommendations

1. In terms of the design, the logic of intervention and the results framework:
 - Future interventions design needs to identify the expected outputs and outcomes and elaborate a ToC that describes the path from inputs to results (outputs and outcomes). The ToC should be developed and include assumptions and be linked with a risk log.
 - Indicators need to be identified at the outcome level to measure the progress towards the expected results/ any changes in the lives of the beneficiaries.
 - The number of goals and objectives, as well as their scope, must be carefully contemplated to avoid ambitious designs.
 - Including M&E tools to facilitate tracking of activities and indicators at the individual project.
 - Baseline information. UNDP to invest in baseline study to quantify baselines and end of project information for specific indicators of change.
2. For future projects, it is recommended to invest in feasibility studies. To evaluate the feasibility of different solutions or approaches and based on the needs and capacities analysis of indigenous communities identify the best strategy.
 - A mapping of areas of expertise and needs for each community village will allow to identify alternative business and potential markets, competitiveness as well as other economic, social, and environmental conditions increasing the potential impact, and sustainability of these projects.
3. The project should document the lessons learned and good practices about engagement, monitoring and supporting NGOs/CSOs. This information can be translated into a common language, identifying key messages and narratives to disseminate among Government and potential donors.
 - When building capacity, peer-to-peer sessions, best practices sharing, and field visits to other successful communities could be very effective in indigenous communities.
 - Working in partnership with NGOs/CSOs is a strategy that could benefit other stakeholders, especially the Malaysia Government, donors, or even private sector.

“The main lead of the project could list similar initiatives done by different institutions, including Government agencies so that knowledge and experiences can be shared when designing future related projects. Also, it would help UNDP, in linking those projects with the relevant initiatives under the different institutions/Government agencies.” Online survey

4. NGOs/CSOs benefited from information exchange during project implementation. A network of non-governmental organizations (NGOs) and civil society organizations (CSOs) should be established to share lessons learned and experiences to strengthen their intervention on the ground.
 - Therefore, developing a knowledge management plan or strategy, with roles and responsibilities, for NGOs and CSOs is highly relevant. This network could also be used to disseminate calls for proposals to access additional funds.
5. Although gender mainstreaming was encouraged, it was not sufficiently reflected in the Project design; during implementation, guidelines and gender capacity-related activities should be included in the log frame and transferred to other partners.
6. It is recommended to invest resources and develop an exit strategy for future effort (which establishes the activities and results that will be given continuity, roles, responsibilities, and institutional arrangements.) along with plans for resource mobilization in collaboration with the government. This involves the mapping of donors (national and international) and private sector, so that interventions have the required resources to continue following the closure of the project.

7. Best practices

- The active participation, consultation and coordination of government entities, UNDP and NGOs/CSOs in the project implementation was a contributing factor to achievement of the project objectives.
- Timely adaptive management measures undertaken during project implementation avoided further implementation delay.
 - “Adaptive project management - Key approach when in-person project monitoring visits were not able to be held, plans were put in place for other ways of getting updates on OA MGF grantees' progress.” (UNDP. OA MGF Annual Progress Report 2020)
- The open and competitive selection process of NGGs/CSOs, that followed UNDP GEF guidelines to engaging with stakeholders.
- Development of initial workshops to draft proposal was successful in this project because it allowed Grantees to submit high quality proposals that included scope, and expectations including the beneficiaries' views.
- The designation of Grantees as responsible parties was considered as a good practice of the project since it allowed them to move forward positively on logistics issues, empowerment, coordination, and better communication with each of the targeted communities.
- During the project's implementation, an organic process of gender emerges from the communities. All grantees emphasized the importance of gender equality, creating more spaces for women's, youth, and children participation.

8. Lessons Learned

- Fostering local development with indigenous communities needs a holistic approach, this entails targeted project implementation, but also long-term horizon for enabling policies and support, and focus on community empowerment
 - Diverse communities (with more than 100 languages) and with hierarchies that sometimes are not clearly established.
 - Extensive work is required to build trust with communities, which has shown as the key to success at the local level
 - Capacity building is a core process for any intervention in indigenous communities: For OA communities takes time to develop a new skill.
 - OA communities do not get involve in project if they have not seen result. Incentives and regular communication are also key.
- Project design needs to have a clear Theory of Change, stemming from a detailed problem tree analysis, root causes of the problem, consequences, and linkages to proposed solutions with a participatory approach. Therefore, a needs assessment is important to carry out before designing any project, to include the most appropriate approach.
 - Engaging OA communities during strategic moments of the project increases ownership and participation.
 - “Support from Authority: Bottom-up projects (as shown in OAMGF) requires commitment by authorities to support its implementation. This is evidence in YKPN project (organic farming) where JAKOA HQ has instructed JAKOA at state / district level to support and encourage the promotion and marketing of the produce. Sabah Department of Agriculture and Fisheries also support the work organized by LEAP Spiral in the project helps the villagers for sustainable livelihood”. (UNDP. OA MGF Annual report 2021)
- Rigorous communication and coordination to the grantee’s activities through the periodic meetings, was essential for project management, accountability, and strategic decision making. Online meetings proved to be efficient since they avoid unnecessary travel and time costs, also increased the participation of strategic actors.

9. Annexes

Annex 1. OA MGF Terminal Evaluation: Terms of Reference and inception Report



TE OAMGF Inception Report (Final).pdf



TOR for ICs Lead Evaluator_OAMGF G

Annex 2. TE Mission itinerary

Grantees	Date	Time	Village	No. of Respondents
WCS	23-Aug	1:00 PM	Kg Punan	7
WCS	12-Sep	10.30 am	Kg Engkranji Sg Tarum, Kg Menangkin, Kg Semulong Ili	5
WCS	12-Sep	5.30 pm	(Youth Group) Kg Raba, Kg Munggu Sawa, Kg Engkranji Sg Tarum	3
YKPM	24-Aug	11:30 AM	Kg Melai	7
YKPM	24-Aug	3.45 pm	Kg Ulu Gumum	8
Global Peace	25-Aug	10.30 am	Kg Jenit	2
Global Peace	25-Aug	2.30 pm	Kg Bukit Biru	10
GEC	29-Aug	9.50 am	Kg Pulau Kempas	2
GEC	29-Aug	11.15 am	Kg Pulau Kempas	4
GEC	29-Aug	1:00 PM	Kg Pulau Kempas	2
GEC	29-Aug	2:00 PM	Kg Bukit Cheeding	2
Leap Spiral	8-Sep	10:00 AM	Kg Mumiang	6
Leap Spiral	8-Sep	2:00 PM	Kg Pitas Laut	7
Leap Srral	9-Sep	9.20 am	Kg Tundun Bohangin	8
Leap Spiral	9-Sep	11.20 am	Kg Sri Ganda	2
PACOS	10-Sep	10.30 am	Kg Tampasak	5
SBC	13-Sep	12.45 pm	Kg Rumah Simon	18
Forever Sabah	3-Aug	11:00 AM	(Zoom meeting) Kg Linayukan, and Kg Langkabong	5
8 Grantees			Total Participants	103

Annex 3. Field mission general responses

Were you consulted before the project started? If yes, what was your expectation about this project?

- All participants said yes.

In your opinion, the project considered men and women equally?

- All participants said yes.

- No restriction.
- Everyone can join.
- No restriction.
- However, chicken farming is handled by women only, as the men are not interested.
- Men and women help each other.
- Everyone could join the project. Men build the house, while women manage the account, buy building materials, and prepare lunch.
- At first, they thought of Swiftlet House only. But swiftlet house mainly involved man only, so they build a smaller swiftlet house. The balance was used for duck farming so that women have chance to be involved in the OA-MGF project.
- Equal chance. But for this OA MGF project, most participants are women, Men are more interested in the eco-tourism project.
- No restriction on participation.

What changed in your village (after the support given to your village)?

- Reduce number of victims affected by Human-Elephant conflict
- Protect main income source (rubber farm)"
- No change. Gunung Lesong is not ready to be promoted for eco-tourism, thus not many tourists yet.
- No. This project is more for personal experience.
- No change to the village.
- Closer relation among the participants.
- Housewife able to earn money for living.
- Every household able turn on light at night
- Lighting
- Protect the village from fire
- Increase village reputation
- Create more job opportunities.
- No change. Currently only one family involved in this activity.
- Participants earn side income.
- Yes. More organized and work together.
- No change. Because not every villagers involve.
- Relationship among the community become better.
- The organic farming area utilize the idle land.

- Most participants are housewife. This project created part-time job opportunity for housewife.
- No change.

Do you believe that you could have learned/done these activities without the support provided?

No.

No.

May be from other NGO (WWF)

No. Organic farming is different from the Orang Asli traditional farming. Eg. No need fertilizer for tapioca planting.

No. YKPM is the only NGO teach them organic farming

No

No.

No.

Yes

No,

Yes

No.

No.

No. Most participants do not have saving to build the swiftlet house.

No.

No.

No.

No.

Once the project is over, are you able to continue doing the work? Are you planning to keep doing the work? How are you planning to continue?

- Yes, they will continue the siren fencing. But they can't afford the installation cost (new siren fencing).
- No. They don't have the GPS equipment and knowledge. Furthermore, they need to work for living, thus they can't participate the programme without pay.
- They can't do by themselves, still need guidance from NGO.
- They can do the farming, but they don't know how to market their product.
- They don't have network to market their products. They hope to learn how to market their organic products.
- Yes, they learned how to set up solar power from Global Peace.
- Yes.
- Yes, two of them will continue to do the patrolling
- Yes, they can continue the works.
- Yes. They can plant but need more support on the market their product.

- Yes
- They have idea but may need NGO to support them.
- Yes. But the progress will be slow.
- Yes. They plan to save part of the revenue for building more swiftlet house.
- Swiftlet house will be continued, but duck farming depends on cost of feeding materials.
- Yes. Because they know how to do organic farming now. About marketing, still depends on the NGO
- Yes. They can continue the work. They said they already got the equipment's. Furthermore, they have already set up the cooperation.
- Yes, they will continue the project work, but they need advice on fertilizer.

What was the best thing that happened during the project?

- Siren fencing help to alert villagers to chase away elephant while elephant trying to eat rubber trees in their farm.
- Learned about Gunung Lesong.
- Received eco-host cert, waiting to be tour guide.
- Got chance to explore Gunung Lesong.
- Increased income
- closer relationship among the participants.
- organic farming skills
- Protect environment
- self-sustain
- Generate income
- Lighting
- Charge handphone
- lighting
- Receive tools and machine
- Generate income.
- More buyer know of them.
- Side income
- Relationship among the participant.
- Learned new knowledge and skills
- extra income
- relationship among participants"
- This project did not involve politic.
- additional income.
- revenue of the essential oil.
- Learn new way of marcotting

Blue: (8) Income

Purple (6): learning/new skills

Yellow: (3) Electricity

Green: (3) Community tissue

Did not like about the project:

- limited market (can't plant more)
- Lack of water to wash vegetables. "
- Limited market"
- Currently only two persons in-charge, tiring.
- Hope can get a bigger kiosk or storage"
- They regret choosing duck farming."
- the size of cooking equipment, existing one can cook up to 5kg only. They hope to get a bigger one so they can cook more and get more oil."

Annex 4. Online survey general responses

In your opinion, what are the main results/changes achieved by the project?

- Closer collaboration between the Government, UNDP, project grantees and the Orang Asli (OA) communities and further understanding of issues faced by the OA and the potential ways to address them to further enhance their socio-economic well-being
- Projects have finally completed despite the challenges of the COVID-19 pandemic
- Strengthening Community-Based Enterprise in Conservation and Commercialization of Products Developed from Traditional Knowledge based on Access and Benefit Sharing among the Bidayuh of Kampung Semadang, Penrissen and Iban of Rumah Simon, Lubok Antu, Sarawak by SBC had good output and results, and could be a benchmark for the rest of the projects. However, there were also projects that had its limitation in achieving the desired outcome.
- The important aspect of the project is to equip the local communities with skills and knowledge for them to be self-sufficient
- Exposure to the orang Asli
- Introducing entrepreneurship elements to Orang Asli / Asal as a means to generate income as well as sustaining their livelihood. This will open their minds to explore other avenue for income.
- It improved the livelihoods of the OA by two times. It gave a model of hope and way out of their poverty. It empowered the OA to be more informed and more able to connect meaningfully with JAKOA.
- product development
- Empowerment of targeted Orang Asli communities in natural resource conservation and sustainable livelihoods
- increased access to finance for sustainability work, especially to IPLCs
- Appreciation of Traditional Knowledge and Biological Resources, 2. Enhance capacities and skills, 3. Increase the livelihood of the communities 4. Providing a platform for women and youth participation 5. Contribution to Sustainable Development Goals
- Improvement in terms of safeguarding or enhancing the livelihood and skills of indigenous communities and protection of wildlife and habitat. Fostering relationships with indigenous communities and other stakeholders.
- Managed to create a team of community rangers who could conduct patrols around the forests in their village and the national park.
- Development of alternative livelihood
- Greater visibility for the indigenous communities at UNDP OA MGF project sites. State Government took notice of the project activities and have since pledged complementary capacity building training, financial support and short- to -medium community projects.
- The human-elephant conflict mitigation method, siren fences, are gaining recognition and we have been approached by several parties interested to try this method out in their landscapes. The Department of Wildlife and National Parks, and Johor National

Parks Corporation are now interested in testing/using this method in areas affected by elephant conflict.

- Community economies
- Diversifying source of income among the OA communities, improving their livelihoods and quality of life and to certain extent, empowering women
- Impact on community, changes of mindset towards sustainable livelihood with emphasise on nature.
- The project enables a platform for NGOs to work with orang Asli/Asal on natural resource management and livelihood issues. The Project also connect the government agencies with the needs of orang Asli on the ground.

In your opinion, what are the project main strengths?

- The project involved various OA communities across the nation including Sabah and Sarawak. The selection process of the grantees was done professionally and hence resulting in the selection of various projects involving various aspects of OA life. The monitoring process was also done effectively with a great participation from the OA communities involved and the relevant stakeholders including the NGOs and government agencies.
- Strong commitment by all stakeholders involved
- Participation of target groups, Orang Asli/Orang Asal communities, who tend to be vulnerable group. Projects evaluation and monitoring was done based on progress of the projects with diverse group of technical and steering members from different background.
- The regular engagement between UNDP, the selected Grantees and the communities who are directly involved in these projects
- To reach out, beyond government's funding limitations.
- The involvement of various level of government and from the Non-Governmental Organizations (NGO) within Malaysia.
- Creating a space for the OA voices to be heard. Equipping them with skills to improve livelihoods and knowledge to connect to other stakeholders like JAKOA in a more effective way.
- Teamwork and community willingness
- All projects are implemented by NGOs/CBOs who have the ground experience and linkages with the beneficiaries (Grantees communities). They are also able to sustain the project beyond the funding period.
- The project recognized that institutional, financial support is necessary support IPLC who are in the forefront and to address climate change and poverty related issues they face.
- Sustainability of the project, community involvement, capacity buildings, ability to enhance community livelihood, government support, private partnerships
- Dedication
- Focuses on Orang Asli's and their livelihood.

- Project planning and dynamic in implementing the project in community level and NGO level.
- Through this UNDP OA MGF platform, we witnessed indigenous communities being empowered from being unaware of their stewardship roles, to become leaders that safeguard the environment in their area.
- Frequent update meetings and flexibility due to delay/change of activities due to covid and the MCO were extremely useful for us, and I believe other recipients as well
- Grant funds
- Implemented by local communities, empowering OA communities
- The partnership between UNDP, Government, NGO, and communities at different level of engagement.
- Gathering actors from the government, NGOs to implement initiatives relevant to the OA in the aim of building dignity and agency and self-reliance.

In your opinion, what are the project main weaknesses?

- Due to the emergence of COVID throughout the length of project implementation, grantees were forced to undertake various necessary changes to the initial planning of each project which might have altered a bit the results but overall, the main objective was still achieved. As a result of COVID too, physical visits to the projects were not able to be undertaken, a process which could have been more useful and meaningful in terms of understanding the issues faced by each project on the ground.
- Duration of time (unforeseen though)
- Considering the communities limitation, the long-term sustainability of projects after hand-over to the communities can be an issue.
- Unforeseen delays in the execution and completion of the project
- Unable to give an assessment on this question because this Ministry was not involved directly with the programme.
- Continuity, after the project ends, with no funding.
- Scaling up more quickly due to Covid and realising only about 20-30% of OA are interested in organic vegetable farming.
- no
- Due to Covid-19, the M&E and sharing sessions are only conducted virtually. This has limit networking, peer to peer sharing among the stakeholders, particularly for the Grantees
- Projects or programme with IPLC need to be highly adaptive, which can prolong a project. IPLCs, thus require project timeline extensions. But UNDP's respond to this need has been very positive.
- Need more youth participation in the project and need to expand private sector participation.
- Time frame insufficient due to pandemic and flood season.
- Not sure.

- Small fund and shorter timeline.
- Externally, Covid-19 affected the project execution at unprecedented level. The team had to improvise project activities so as to be in compliance to SOP. For this reason, we noted that online and contactless activities were not as emotionally impactful as we hoped.
- No major weaknesses that I can think of
- No comment
- Require additional mechanism to have local Government/authorities involvement.
- design and oversight

Any recommendations or suggestions to improve future phases of the project or similar interventions in the future?

- While the initial phases have completed resulting in the completion of various projects aimed at enhancing the socio-economic well-being of the OA, what is more important now is for the continuation of those projects in terms of how they will continue benefiting the communities and in what way and what kind of efforts the communities themselves could further undertake to complement the project. This is important to ensure that the benefits of the project to the communities do not end once the project ends.
- To scale up and have projects in all states in Malaysia
- The main lead of the project could list similar initiatives done by different institutions, including Government agencies so that knowledge and experiences can be shared when designing future related projects. Also, it would help UNDP, in linking those projects with the relevant initiatives under the different institutions/Government agencies.
- This is a first step to projects that involves direct engagement with the local communities, we want to see the highest yields
- During the redesign phase of the project, involvement of agency under MECD such as TEKUN Nasional and INSKEN to explore possible avenue of cooperation.
- We have already embarked on the improvement and that is expanding livelihood project to include fruit trees. Another area is organising meetings with JAKOA district officers with UNDP and NSC support at the early stages of the programme.
- To provide linkages with the relevant agencies (both government & private) for marketing mechanisms/chains to sell community products as well as research and development to improve the products
- Need programmes specifically targeting institutional building of IPLC leaderships.
- Support in activities to increase community livelihood and more private sector involvement.
- A longer time frame and flexibility in conducting activities.
- More funds and longer project timeline.
- Project monitoring by UNDP Malaysia was excellent throughout the OA MGF journey. The project activities were successfully completed because of their invaluable support. For sure future phases require similar assistance in order to replicate the successes.

- No major recommendations for improvement
- No recommendations
- Establish joint partnership with local government/authorities.
- the covid19 lockdown meant no physical monitoring was able to be carried out and virtual monitoring was held instead. Despite the merit of the virtual monitoring, the physical field visit will be important to build into future design to obtain regular feedback and testimonials from the communities.

Annex 5. List of online interviews

Government		
YBrS Dr Nirwan Noh	Deputy Chief Economist	Ministry of Finance
YBrS Dr Amran Alias	Principal Economist	Ministry of Finance
Keshminder Singh	Assistant Secretary	Strategic Planning, Ministry of Science, Technology, and Innovation (MOSTI)
Mohd Asri Mohamed	Deputy Under Secretary	Empowerment and Entrepreneurs Monitoring (MECD)
Khairul Anuar bin Mohd Nordin	Principal Assistant Secretary	Empowerment and Entrepreneurs Monitoring (MECD)
Arief Iskandar bin Mohamad	Principal Assistant Secretary	Biodiversity Management, Ministry of Energy and Natural Resources (KETSA)
Mazlan Daly	Assistant Director	Planning and Research, Department of Orang Asli Development (JAKOA)
Dr Jeannet Stephen	Head of Languages & Linguistics Cluster	Borneo Research Institute for Indigenous Studies, University Malaysia Sabah
Dr Colin Nicholas	Coordinator	Centre for Orang Asli Concerns (COAC)
NGOs/CSOs		
Adelaine Tan	Senior Coordinator	GEC
Norazrin Haji Mamat	Project staff	GEC
Mohamad Juhazman	Project staff	GEC
Mohamad Ikhmalreza Ishak	Project staff	GEC
Faris Rabbani	Project staff	GEC
Gordon John Thomas	Programme Coordinator	PACOS
Irene Mositol	Project staff	PACOS
Rufina Koyou	Project staff	PACOS
Joshua Pandong	Coordinator	WCS
Nadya Cindy Wembly	Project staff	WCS
Shariff Wan Mohamad	Coordinator	WCS
Yugees A/P Anandarao	Coordinator	WCS
Melissa Mathew Bilong	Project staff	WCS

Cynthia Ong	CEO	Forever Sabah
Mega M. Kumar	Project staff	Forever Sabah
Philip Chin	Project staff	Forever Sabah
Teh Su-Thye	CEO	Global Peace
Neville Yapp	Programme Coordinator	LEAP Spiral
Cynthia Ong	Director	LEAP Spiral
Siti Fatimah	Project staff	LEAP Spiral
Rosli Jukrana	Project staff	LEAP Spiral
Vivian Jade	Project staff	LEAP Spiral
Margarita Naming	Senior Research Officer	SBC
Arlene Alicia Toaiang	Research Officer	SBC
Kon Onn Sein	Director	YKPM
Paul Quek	Project Specialist	YKPM
UNDP		
Nylon	Country Office Representative	
Manon Bernier	Deputy Representative	
Asfaazam Kasbani	HoP/Programme Manager	
Norhafiza Shafie	Economist/Programme Assistant	
Sumitra Sundram	Former Project Manager	

Annex 6. List of documents reviewed

- Government of Malaysia. Budget Speech 2018. Ministry of Finance.
- Government of Malaysia. Budget Speech 2019. Ministry of Finance.
- Government of Malaysia. '11th Malaysia Plan 2016 -2020. Putrajaya: Economic Planning Unit (EPU) of The Prime Minister's Department
- Government of Malaysia. '12th Malaysia Plan 2021 -2025. Putrajaya: Economic Planning Unit (EPU) of The Prime Minister's Department
- UNDP. Project Document. Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (OA MGF)
- UNDP. Local Programme Advisory Committee (LPAC) Meeting Minutes "Orang Asli/Asal Micro-Grant Facility for Conservation and Livelihood (DIM) project" 26 August 2019
- UNDP. Country Programme document for Malaysia (2016-2020)
- UNDP. Country Programme Action Plan between the government of Malaysia and UNDP (2016-2020)
- UNDP. Country Programme Action Plan 2016-2020. Annual Year Progress Report. 2019
- UNDP. Country Programme Action Plan 2016-2020. Annual Year Progress Report. 2020
- UNDP. Country Programme Action Plan 2016-2020. Annual Year Progress Report. 2021
- UNDP. Country Programme Action Plan 2016-2020. Mid-Year Progress Report. 2020
- UNDP. Country Programme Action Plan 2016-2020. Mid-Year Progress Report. 2021
- UNDP. National Steering Committee. Minutes Meeting No. 1. 2019
- UNDP. National Steering Committee. Minutes Meeting No. 2. 2019
- UNDP. National Steering Committee. Minutes Meeting No. 3. 2020
- UNDP. National Steering Committee. Minutes Meeting No. 4. 2020
- UNDP. National Steering Committee. Minutes Meeting No. 5. 2021
- UNDP. Technical Working Committee. Minutes Meeting No. 1/2019
- UNDP. Technical Working Committee. Minutes Meeting No. 2/2019
- UNDP. Technical Working Committee. Minutes Meeting No. 3/2020
- UNDP. Technical Working Committee. Minutes Meeting No. 4/2020
- UNDP. Technical Working Committee. Minutes Meeting No. 5/2021
- UNDP. Annual Work Plans. 2019
- UNDP. Annual Work Plans. 2020
- UNDP. Annual Work Plans. 2021
- UNDP. Annual Work Plans. 2022
- UNDP. Combined Delivery Report by Project. 2019
- UNDP. Combined Delivery Report by Project. 2020
- UNDP. Combined Delivery Report by Project. 2021
- UNDP. Combined Delivery Report by Project. 2022
- FOREVER SABAH. Final report. May 2022
- Global Environment Centre. Final Report. Dec 2021
- Global Peace Festival Malaysia Berhad. Final report. Dec 2021
- LEAP SPIRAL. Final report. May 2022

- Yayasan Kajian dan Pembangunan Masyarakat. Final report. March 2022
- PACOS TRUST. Final report April. 2022
- Sarawak Biodiversity Centre. Final report. April 2022
- Wildlife Conservation and Science (Malaysia) Bhd, an affiliate of the Wildlife Conservation Society(WCS). Final Report. April 2022
- Masron, T.; Masami, F.; Ismail, Norhasimah (1 January 2013). "Orang Asli in Peninsular Malaysia: population, spatial distribution and socio-economic condition". *J. Ritsumeikan Soc. Sci. Hum.* 6: 75–115.
- Colin Nicholas (27 January 1994). "'Orang Asli' is an English term". Center for Orang Asli Concerns. Retrieved 8 February 2021.
- Colin Nicholas (1997). "The Orang Asli of Peninsula Malaysia". *Magick River*. Retrieved 22 December 2016.
- "Center for Orang Asli Concerns". *coac.org.my*. Retrieved 23 July 2022.

Annex 7. TE Rating scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately Unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	1 = Unlikely (U): severe risks to sustainability
2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability
1 = Highly Unsatisfactory (HU): severe shortcomings	
Unable to Assess (U/A): available information does not allow an assessment	

Annex 8. Evaluation Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology	Attention points
Relevance: To what extent is the project in line with UNDP's mandate, the country priorities, and the requirements of the identified target groups?				
1. To what extent is the project in line with UNDP's mandate, the country priorities, and the requirements of the identified target groups i.e., Orang Asli/Asal? 1.1. To what extent was UNDP's selected method of delivery appropriate to the development context?	Existence of a clear relationship between the objectives and results of the project.	Documents of the project. Strategies and document	Document analysis. Interviews of UNDP and project staff.	National priorities and country driven ness Theory of Change Gender equality and women's empowerment Social and Environmental Safeguards Analysis of Results Framework: project logic and strategy, indicators Assumptions and Risks Lessons from other relevant projects (e.g., same focal area) incorporated into project design Planned stakeholder participation Linkages between project and other interventions within the sector Management arrangements
2. To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage?	The project's results framework includes relevant thematic outcomes and indicators from the UNDP Strategic Plan, the UNDAF, UNDP CPD and other relevant corporate objectives	project's results framework Partners and key stakeholders interviews	Document analysis. Interviews with KIIs	
3. How in line were the activities and outputs delivered with the priorities and needs of the targeted communities? Did the project have a consultation process with communities? How was it? How are national stakeholders' needs identified? What were the criteria for the selection of communities and beneficiaries?	Alignment of the program's objectives and purpose with the participants needs. Appreciation of key stakeholders regarding the level of adequacy of project design and implementation to existing national realities and capacities.	Project Document Key stakeholders' interviews	Interviews of UNDP and project staff. Interviews with KII	
4. To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?	The Theory of Change clearly indicates how project interventions and projected results will contribute to the expected results?	Project Document Key	Document analysis Key stakeholder interviews.	

Evaluative Criteria Questions	Indicators	Sources	Methodology	Attention points
	The project’s Theory of Change relevant to addressing the development challenge(s) identified?	stakeholders’ interviews		
Effectiveness of project strategy/approach including RBM, partnership and cross cutting approach, as it relates to: Project management; Factors contributing to effectiveness/failures. The extent to which progress has been made towards the programme goals, including gender equality, women’s empowerment, and other cross-cutting issues such as community development.				
5. Has the project been effective in achieving the expected results?	View indicators in the strategic results framework/logical framework of the project Quality of monitoring and reporting	Project documents. Quarterly and annual progress reports. Project team and key stakeholders.	Document analysis. Interviews with key stakeholders Interviews with the project team.	Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*) Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
6. How were the project's risks and assumptions handled? What has been the quality of the mitigation strategies developed?	Integrity of the identification of assumed risks during project planning and design. Quality of information systems established to identify emerging risks and other relevant aspects.	Project documents. Quarterly and annual progress reports. Project team and key stakeholders.	Document analysis. Interviews with KIIs	
7. What changes could have been made (if any) to the project design to improve the achievement of expected results?		Data collected during the evaluation	Data analysis	
8. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?	Was monitoring information adequately shared with stakeholders? Are the indicators of good quality (SMART)?	Project Document Key stakeholders’ interviews	Document analysis Key stakeholder interviews.	
Efficiency: The extent to which project management resulted in outputs/results towards outcomes delivery in a timely manner. The extent to which the Government of Malaysia and UNDP resources (financial, technical and expertise) adequate to address gender inequalities through project interventions				

Evaluative Criteria Questions	Indicators	Sources	Methodology	Attention points
9. How was the mixture of inputs (human resources, budget, and time) managed to produce the outputs and reach the outcomes? To what extent did these decisions contribute to efficiency?	Availability and quality of financial and progress reports. Timeliness and adequacy of reports Delivered. Level of discrepancy between expenditure (planned and executed). How appropriate the options selected by the project have been based on context, infrastructure, and cost			Adaptive management (changes to the project design and project outputs during implementation) Actual stakeholder participation and partnership arrangements Project Finance and Co-finance
10. To what extent were quality outputs delivered on time?	Level of delay in the project	Project Document Key stakeholders' interviews	Document analysis Key stakeholder interviews.	Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
11. Collaboration and coordination mechanisms within Government and key stakeholder that ensure efficiencies and coherence of response?	Level of engagement with other counterparts	Project Document Key stakeholders' interviews	Document analysis Key stakeholder interviews.	Risk Management, including Social and Environmental Standards
<p>Sustainability: The extent to which UNDP or the project established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups.</p> <p>How did risk management, documentation of lessons learned and exit strategies contribute to overall sustainability.</p> <p>Potentiality of project to replicate achievements, and learning from failures</p>				
12. What indications are there that the results achieved will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? Did the project include an exit strategy? Was the strategy appropriate included in	Existence and quality of the exit strategy. What factors and externalities may reduce or strengthen sustainability (e.g., world financial crisis, middle income status, etc.)?	Project Document Key stakeholders' interviews	Document analysis Key stakeholder interviews.	Country ownership Identify complementarity between the results of this project and other projects in the Inclusive and Sustainable Development Portfolio.

Evaluative Criteria Questions	Indicators	Sources	Methodology	Attention points
memorandums of understanding, the design and implemented, if appropriate?	Were appropriate exit strategies included in memorandums of understanding, the design and implemented, if appropriate?			
13. To what extent did the project developed capacities of key national stakeholders?	Level of knowledge and know-how* that participants report having acquired	Project Document Key stakeholders' interviews	Document analysis Key stakeholder interviews.	
14. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?	How has the project contributed to public policies or institutional frameworks?	Project Document Key stakeholders' interviews	Document analysis Key stakeholder interviews.	

Annex 9. Signed Pledge of Ethical Conduct in Evaluation



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

**INTEGRITY**

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.

**ACCOUNTABILITY**

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

**RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

**BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Capitula

Oct 13/2022

(Signature and Date)



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

**INTEGRITY**

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.

**ACCOUNTABILITY**

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

**RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

**BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

13/1/2022

(Signature and Date)