



Indonesia
Terminal Evaluation
Final Report

Full Size Project:
**“Strengthening Forest Area Planning and
Management in Kalimantan (KALFOR)
Project”**

UNDP PIMS ID: 5029

GEF ID: 6965

Country: Indonesia
Region: Asia and the Pacific
Focal Area: Biodiversity
Implementing Agency: United Nations Development Programme
Implementing Partner: Ministry of Environment and Forestry
Project Timeframe: 22 December 2017 – 22 December 2024

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PROJECT INFORMATION PAGE

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Terminal Evaluation Timeframe:	July-December 2024
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DISCLAIMER

The TE views herein were discussed with UNDP and Implementing Partners. There was a debriefing / stakeholder workshop held to present views and refine findings. The UNDP Indonesia Country Office, UNDP NCE Regional Technical Advisor and the Ministry of Environment and Forestry (MoEF) provided comment on the draft report prior to its finalization. The views held within this report are those of the TE consultant team.

TABLE OF CONTENTS

PROJECT INFORMATION PAGE	iii
ACKNOWLEDGEMENTS.....	iii
DISCLAIMER	v
TABLE OF CONTENTS	vii
LIST OF ACRONYMS AND ABBREVIATIONS	1
I. EXECUTIVE SUMMARY	3
A. Evaluation purpose, objective, main areas of inquiry and scope.....	4
B. Project Description	4
C. Evaluation Ratings.....	5
D. TE Main Findings.....	6
E. Concise Summary of Conclusions, Lessons and Recommendations	7
II. INTRODUCTION	9
A. Purpose and Objectives of the Terminal Evaluation	9
B. Scope and Methodology.....	10
C. Data Collection & Analysis.....	11
D. Ethics.....	24
E. Limitations to the Evaluation	24
F. Structure of the Evaluation Report.....	25
III. PROJECT DESCRIPTION AND BACKGROUND	27
A. Project start and duration, including milestones	27
B. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope.....	27
C. Problems that the project sought to address: threats and barriers targeted	32
D. Project area and key sites	33
E. Immediate and development objectives of the project	36
F. Expected results	38
G. Main stakeholders.....	39
H. Theory of Change	39
IV. FINDINGS	42
A. Project Design / Formulation	42
B. Project Implementation	65
C. Project Results.....	84

V.	Main Findings, Conclusions, Recommendations & Lessons Learned	113
A.	Main Findings	113
B.	Conclusions	114
C.	Recommendations	115
D.	Lessons Learned	116
	LIST OF ANNEXES:.....	118
	ANNEX A: TERMS OF REFERENCE OF TERMINAL EVALUATION	1198
	ANNEX B: TE KICK-OFF POWERPOINT SLIDES.....	1209
	ANNEX C: INCEPTION REPORT	121
	ANNEX D: LIST OF DOCUMENTS REVIEWED	122
	ANNEX E: SAMPLE OF INDICATIVE INTERVIEW QUESTIONS	145
	ANNEX F: LIST OF PERSONS INTERVIEWED	1498
	ANNEX G: PRESENTATION OF PRELIMINARY FINDINGS.....	155
	ANNEX H: SUMMARY OF RATING SCALES.....	156
	ANNEX Ia: SIGNED EVALUTATION CONSULTANT AGREEMENT FORMS.....	157
	ANNEX Ib: SIGNED UNEG CODE OF CONDUCT	159
	ANNEX J: LOGIC MODEL - THEORY OF CHANGE ANALYSIS TABLE.....	161
	ANNEX K: CO-FINANCING	167
	ANNEX L: AUDIT TRAIL OF COMMENTS.....	161
	ANNEX M: PROJECT SCORECARD(S)	1711
	ANNEX N: SIGNED TE REPORT CLEARANCE FORM	16072

LIST OF ACRONYMS AND ABBREVIATIONS

APL	<i>Areal Penggunaan Lain</i> (Non State-Owned Forest Area)
AWP	the Annual Work Plan
BPKH	Balai Pemantapan Kawasan Hutan or Forest Area Consolidation Office
CDR	Combined Delivery Report
CPD	Country Programme Document
CIAP	Commodities Integrated Approach Programme
CNA	Capacity Needs Assessment
CO	Country Office
Cross-BPKHTL	Balai Pemantapan Kawasan Hutan dan Tata Lingkungan (Forest Area Consolidation and Environmental Governance Office)
CSO	Civil Society Organization
EFT	Ecological Fiscal Transfer
ES	Ecosystem services
FGD	Focus Group Discussion
FSP	Full-sized Project
FPIC	Free, Prior, and Informed Consent
FCPF	Forest Carbon Partnership Facility
GEDSI	Gender Equality, Disability, and Social Inclusion
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
GGP	Good Growth Partnership
GHG	Greenhouse Gas
GOI	Government of Indonesia
HCV	High Conservation Value
HCVA	High Conservation Value Areas
HCS	High Carbon Stock
HCSA	High Carbon Stock Approach
HoB	Heart of Borneo
HPK	Hutan Produksi yang dapat di Konversi (Convertible Production Forest)
InPOP	Indonesia Palm Oil Platform
IPSDH	Invenarisasi dan Pemantauan Sumber daya Hutan
ISPO	Indonesia Sustainable Palm Oil
KEE	Kawasan Ekosistem Esensial
KLHK	Kementerian Lingkungan Hidup dan Kehutanan
KM	Knowledge Management
M&E	Monitoring and Evaluation
MOEF	Ministry of Environment and Forestry
MOF	Ministry of Forestry
MOFI	Ministry of Finance
MSME	Micro, Small, and Medium Enterprises
MTR	Mid-Term Review
NGO	Non-governmental Organization
NPM	National Project Manager
NPD	National Project Director
NTFP	Non-timber Forest Product
OFF	Operational Focal Point (GEF)
P3	Public Private Partnership
PIR	Project Implementation Report
PKTL	Direktorat Jenderal Planologi Kehutanan dan Tata Lingkungan or Directorate General of Forestry and Environmental Planning.

PMU	Project Management Unit
REDD+	Reducing Emissions from Deforestation and Degradation
RF	Results Framework
RTF	Regional Technical Committee
SESP	Social and Environmental Screening Procedure
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
UNDP	United Nations Development Programme

I. EXECUTIVE SUMMARY

Project Summary Table(s)

Table 1: Key Project Information

Project title:	Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project
GEF Project ID:	6965
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Implementing Agencies	United Nations Development Programme
Other execution partners:	--
Terminal Evaluation Timeframe:	July-December 2024
Evaluator(s):	Camillo Ponziani, Dr. Wishnu Sukmantoro, Rick Haier
TE Reporting Language:	English

Project Financial Table(s)

Table 2: Project Financial Information

Source of Financing	Amount at CEO Endorsement	Amount at MTR	Amount at TE
[1] GEF Trust Fund	US\$ 9,000,000.00	US\$ 6,192,484.00	TBD
GEF Sub-Total	US\$ 9,000,000.00	US\$ 6,192,484.00	
[2a] UNDP (cash)	US\$ 50,000.00	US\$ 26,224.00	USD 45,933
[2b] UNDP (in-kind)	--	--	TBD
[3] Government (in-kind)	US\$ 50,000,000.00	US\$ 31,659,410	TBD
[4] Other partners	--	--	TBD
Co-Financing Sub-Total [2+3+4]	US\$ 50,050,000.00	US\$ 31,685,634.00	TBD
Project Total Project Value	US\$ \$59,050,000.00	US\$ 37,878,118.00	TBD

A. Evaluation purpose, objective, main areas of inquiry and scope

1. The purpose of the Terminal Evaluation (TE) is to assess the project’s performance against the expectations outlined in its Logical Framework/Results Framework, following the criteria specified in the UNDP Guidance for TEs of GEF-financed Projects. The evaluation focuses on key areas such as project design, formulation, implementation, and the results and impact achieved. Additionally, the TE offers recommendations for project completion, sustainability, and identifies lessons learned to inform future project design and implementation.
2. The evaluation covers the project period from December 22, 2017, to the planned closure on December 22, 2024. The TE involved both home-based work and a field mission to Jakarta and various project sites, including Kotawaringin Barat, Sintang and Pontianak.

B. Project Description

3. “The UNDP-supported and GEF-financed full-sized project entitled “***Strengthening Forest Area Planning and Management in Kalimantan***” is being implemented by the Ministry of Environment and Forestry, Directorate General of Forestry Planning and Environmental Governance.
4. According to the KALFOR Project Document, the project aims to tackle Indonesia's challenge of balancing the development and management of major estate crops—such as rubber, coffee, and oil palm—with the need for enhanced forest protection. The initiative focuses on improving land allocation and management in forest areas rich in biodiversity and essential ecosystem services, particularly in Kalimantan and the Heart of Borneo. Despite Indonesia's ambitious national targets for increasing palm oil production due to its economic benefits, the project seeks to harmonize this growth with forest and biodiversity conservation, and to meet national and international commitments to reducing forest fires and greenhouse gas emissions.
5. To achieve this goal, the Kalfor project adopts a strategy of identifying priority areas in the crop-intensive regions of Kalimantan, where enhanced forest planning, management, and incentives can yield both national and global environmental benefits without hindering economic growth. The project specifically targets the conservation of forested areas within Non-Forest Land (APL) and convertible forest areas (HPK), which are at risk of being converted to estate crop production despite their existing forest cover. At the project's inception, it was estimated that 2.36 million hectares of forested land were located within APL and HPK in the three provinces, with approximately 70% of these lands situated in the biologically rich HoB and 15-20% on ecologically fragile, fire-prone peat soils.
6. The primary goal of the Kalfor project is to preserve the forested areas that have high conservation values (biodiversity, and ecosystem functions) of Kalimantan’s lowland and montane regions amidst the expansion of the estate crop sector. The project aims to generate significant global benefits in biodiversity conservation, sustainable land use, and the mitigation of greenhouse gas emissions, particularly within the HoB. Per the project’s design, its **immediate objective** is to “*maintain forest areas, including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops*”.
7. The project focuses on three provinces in Kalimantan and their respective pilot districts:
 - West Kalimantan: Sintang and Ketapang districts
 - Central Kalimantan: Kotawaringin Barat district

- East Kalimantan: Kutai Timur district
8. By demonstrating positive outcomes in Kalimantan, especially in the HoB, the project seeks to show how its policies and approaches can be beneficial for other regions in Indonesia facing similar conflicts between forest conservation and economic development. The KALFOR project aims to achieve its goals through four main components:
- **Outcome 1:** Integrating forest ecosystem services and biodiversity considerations into national, provincial, and district policies and decision-making processes for forest area planning and management.
 - **Outcome 2:** Establishing policies and plans to deliver global and national benefits from forest conservation and estate crop development in four districts of Kalimantan, with innovative implementation approaches demonstrated in target landscapes containing at least 200,000 hectares of forest area currently outside the forest estate.
 - **Outcome 3:** Demonstrating innovative financial incentives and removing disincentives to help reduce deforestation and forest fragmentation driven by estate crop development in target landscapes within four districts in Kalimantan.
 - **Outcome 4:** Enhancing knowledge management and monitoring and evaluation to increase understanding of the factors underlying successful implementation of reduced deforestation and green growth strategies in Indonesia’s estate crop sector.
9. Taken together, the project’s package of interventions and intervention logic in the project’ theory of change (TOC) is designed to address the following barriers:
- I. **Weak Transparency and Integrity in Forest Policy for HCV Areas:** Limited transparency and integrity in forest policy and land allocation hinder HCV protection, leading to biased decisions favoring short-term gains over environmental sustainability.
 - II. **District Governments’ Capacity and Commitment to Forest Safeguarding:** The success of forest safeguarding plans depends on district governments’ resources, training, and commitment, which are often constrained by competing local priorities.
 - III. **Palm Oil’s Role in Employment Creation:** Palm oil production generates millions of jobs, supporting rural development and poverty reduction, making it vital to Indonesia’s economy.
 - IV. **Lack of Mechanisms for Disseminating Lessons and Raising Awareness in Estate Crops:** Gaps in sharing best practices limit sustainable practices and stakeholder awareness of environmental and social impacts in the estate crops sector.

C. Evaluation Ratings Evaluation ratings are summarized in Table 3

10. Based on the totality of documentation reviewed and stakeholder consultations as part of the TE process, the consultant team has concluded, in spite of minor shortcomings in achieving key species indicators, the Project achieved its objective of “maintaining forest areas, including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops”. Progress towards the objective is assessed as **Highly Satisfactory**, and delivered substantial achievements to the GEF biodiversity focal area.

Tabel 3: UNDP-GEF KalFor Project TE Rating	
1. Monitoring & Evaluation	Rating
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Highly Satisfactory
Overall Quality of M&E	Highly Satisfactory
2. Implementation Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
Overall quality of Implementation/Execution	Highly Satisfactory
3. Assessment of Outcomes	Rating
Project Objective	Highly Satisfactory
Relevance	Highly Satisfactory
Effectiveness	Highly Satisfactory
Efficiency	Highly Satisfactory
Overall Project Outcome Rating	Highly Satisfactory
4. Sustainability	Rating
Financial Sustainability	Likely
Socio-political Sustainability	Likely
Institutional Framework and Governance Sustainability	Likely
Environmental Sustainability	Moderately Likely
Overall Likelihood of Sustainability	Likely
5. Gender, Human Right & Social Inclusion	Rating
Overall quality of gender and rights-based approach	Satisfactory

D. TE Main Findings

11. Forest governance in APL areas improved significantly, especially in legal recognition. This was achieved through strong collaboration with local governments, including issuing legal tools to protect APL areas from land conversion or harmful activities. In three provinces of Kalimantan, local governments adopted protection measures and designated some areas as protected zones through local policies. These actions strengthened forest management in HPK and APL zones while reducing illegal activities and land conversion.
12. The project advanced sustainable forest management in HPK and APL areas, notably by creating community-based forest management schemes. These schemes empowered local communities, including indigenous groups, to engage in sustainable livelihoods and forest conservation. About 674.899 hectares of APL land were set aside for sustainable HCVA protection or community management, with formal agreements granting communities greater control. Forest restoration also began in degraded APL areas.
13. Stakeholder participation in APL management focused on involving local communities, particularly women and marginalized groups, in conservation efforts. District-level multistakeholder forums were created to ensure community voices shaped management plans. Communities in buffer zones and APL areas took part in decision-making, gaining access to resources and management roles. Economic alternatives were introduced to reduce reliance on destructive activities like logging and land conversion.
14. Financial sustainability for forest protection in APL areas was a key priority. The project established funding mechanisms like EFT and used GHG mechanisms managed by provincial governments to support long-term conservation. Some APL areas gained legal protection and were included in national and regional climate funds. However, better transparency and monitoring of co-financing and fund allocation are needed to sustain these efforts.

E. Concise Summary of Conclusions, Lessons and Recommendations

Conclusions summary

15. KalFor project advanced sustainable forest management in Kalimantan through a strong regulatory framework and active community participation in APL areas. It established a long-term conservation model involving local communities, particularly indigenous groups, to ensure the protection and restoration of critical ecosystems beyond conservation zones.
16. The success of the KalFor project stemmed from its inclusive multistakeholder approach, bringing together government agencies, CSOs, local communities, and the private sector. This collaboration not only addressed key challenges but also ensured that project initiatives were relevant to local needs and widely supported. KalFor's ability to engage diverse stakeholders made its activities impactful and sustainable.
17. One of the project's key achievements was empowering communities, particularly women, persons with disabilities, and ethnic minorities. Women played a significant role in project management and community economic development, driving initiatives that strengthened local livelihoods including traditional food industry and handcrafts. Persons with disabilities also held important roles as pioneers in sustainable livestock development within the project.
18. Despite obstacles like staff turnover, policy changes, and logistical issues, the project demonstrated resilience through adaptive management practices. The Project Management Unit (PMU), along with sub-national committees (SekBer or Regional Technical Committees in ProDoc), regional facilitators, and focal points, effectively addressed emerging challenges, reallocated resources, and remained focused on achieving core objectives. These efforts maintained the project's momentum and ensured its long-term effectiveness.
19. KalFor successfully integrated conservation and sustainable management into local governance, securing legal recognition for conservation areas and indigenous land rights. The project promoted knowledge-sharing to exchange experiences and lessons, enhancing stakeholder collaboration and shaping future policies. It also boosted local economies by promoting sustainable resource use, such as Non-Timber Forest Products (NTFPs) and nature-based tourism, supported by incentives like Ecological Fiscal Transfers (EFT). These initiatives advanced environmental conservation, aligned with national and global climate goals, and established a strong foundation for sustainable forest management beyond Kalimantan.

Lessons learned

20. The following lessons learned were identified:
 - **Effective Coordination and Resilience:** The PMU and SekBer played vital roles in ensuring project continuity despite disruptions. They adapted quickly to challenges like staff turnover and policy changes, realigned resources efficiently, and maintained strong governance. SekBer provided local expertise, while PMU addressed operational issues, ensuring seamless coordination and sustained project progress.
 - **Importance of Budgeting for Awareness and Communication:** Projects emphasizing communication and awareness require strong budgets to support activities like media campaigns, stakeholder engagement, and knowledge sharing. KalFor's investment in inclusive communication

ensured wide outreach and effective documentation of best practices, fostering long-term impact.

- **Collaborative Forest Management:** Provincial and district governments, CSOs, and youth groups bring valuable expertise to managing forests and HCV areas. Future governance mechanisms should integrate these stakeholders to ensure sustainable and cooperative management practices.
- **Building Relationships for Better Conservation:** Strengthening trust and collaboration between government, private sector, and communities improved conservation outcomes in HCVA. Joint efforts aligned policies, practices, and community participation, ensuring effective use of resources and long-term benefits for both the environment and local livelihoods.
- **Proactive Exit Strategies:** Planning exit strategies from the project's start ensures a smooth transition of responsibilities to local stakeholders. This approach builds ownership, capacity, and sustainability for long-term impact after the project concludes.
- **Forecasting in Financial Management:** Incorporating quarterly financial forecasting into project management helps anticipate disbursement needs, enabling timely budget adjustments and maintaining financial stability throughout the project lifecycle.

Recommendations

21. A summary of recommendations is provided in Table 4 below, with additional details noted in [Section V.C.](#)

Table 4: Recommendations Table

Rec #	TE Recommendations	Entity Responsible	Priority Level
<i>A</i>	<i>Component 1: Forest Area Planning</i>		
A1	Develop and promote sustainable investments to support local government, civil society organizations (CSOs) and enhance community involvement including womens, youth and persons in disability in managing APL forest areas. Strong local governance is essential to protect these areas from land conversion and harmful activities.	MoF, Local Gov., CSOs	High
<i>B</i>	<i>Component 2: Demonstration of Strategy</i>		
B1	Apply economic valuation and develop business models, including carbon valuation, PES and agroforestry benefits, to encourage community-based forest management. Pilot results will provide guidance for sustainable forest management tailored to community economic needs.	MoF, Local Gov., CSOs	High
<i>C</i>	<i>Component 3: Incentive Mechanism</i>		
C1	Establish additional funding mechanisms or incentives to ensure the effective implementation of Ecological Fiscal Transfers (EFT), particularly in regions where these mechanisms are underdeveloped. Such incentives can also support conservation activities aligned with local needs.	MoFi, MoF, Local Gov	Middle
<i>D</i>	<i>Component 4: Knowledge Management</i>		
D1	Utilize the Regional Facilitator and Focal Point model to ensure effective local engagement and knowledge transfer among stakeholders. This approach has proven to build trust and foster local ownership in project implementation.	UNDP, MoF, Local Gov	Middle
D2	Develop training and mentorship programs for future project teams, focusing on Project Management skills and lessons from past projects. Share best practices, including initiating the development of regulation models, to preserve knowledge and strengthen capacity for GEF-8 projects, ensuring smooth knowledge transfer and improved team performance.	UNDP, MoF, Local Gov	High

II. INTRODUCTION

A. Purpose and Objectives of the Terminal Evaluation

22. The Terminal Evaluation aimed to independently assess the Project's achievements at completion, focusing on its sustainability and impact. The report evaluates outcomes, project management, and considers accountability and transparency, offering lessons for future project selection, design, and implementation. It is organized into five sections: (i) executive summary, (ii) introduction, (iii) project description, (iv) findings on sustainability and impact, and (v) conclusions, recommendations, and lessons. Section IV further breaks down into strategy and design, implementation and management, and results.

23. In line with UNDP [Guidance for Conducting Terminal Evaluations](#) of UNDP-supported, GEF-financed projects, the evaluation serves the following complementary purposes:

- Promote accountability and transparency by assessing and disclosing project achievements.
- Synthesize lessons to enhance the selection, design, and implementation of future GEF-financed UNDP initiatives.
- Provide feedback on recurring issues within the UNDP portfolio, including progress on previously identified concerns.
- Contribute to evaluating results in achieving GEF strategic objectives for global environmental benefits.
- Assess the project's alignment with broader UN and UNDP priorities, including its harmonization with the UN Development Assistance Framework (UNDAF) and the UNDP Country Programme Document (CPD).

24. Further to this, the Terms of Reference (Ref. Annex A) state that the objectives of the evaluation will be to:

- Assess the achievement of project results supported and underpinned by evidence (i.e., progress of project's outcome targets);
- Assess the contribution and alignment of the project to relevant environmental management plans or climate and biodiversity management policies;
- Assess the contribution of the project results towards the relevant outcome and output of the Country Programme Document for Indonesia (2016-2020 and 2021-2025) and recommendations on the way forward;
- Where relevant, assess any cross-cutting and gender issues¹;
- Assess impact of the project in terms of its contribution to, or enabled progress toward, reduced environmental stress;
- Examine the use of funds and value for money and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP.

¹ This includes poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such gender equality, empowering women and supporting human rights.

B. Scope and Methodology

Approach

25. The evaluation's approach and methodology adhered to the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. The roadmap for the Terminal Evaluation was initially outlined during a kick-off meeting on July 8, 2024, in collaboration with the PMU and UNDP Indonesia Country Office, and later detailed in the Inception Report (see Annexes B and C).
26. The Terminal Evaluation (TE) was evidence-based, drawing on feedback from individuals involved in the project's design, implementation, and supervision. The evaluation team reviewed a comprehensive set of documents and conducted stakeholder consultations as the primary means of data collection. The international consultant, serving as team leader, ensured quality assurance, consolidated the evaluation findings, and prepared the TE report in close collaboration and consensus with the national consultant.
27. The Terminal Evaluation (TE) complied with Presidential Decree No. 12/2020 ([\(KepPres RI no. 12/2020\)](#)), which declared COVID-19 a non-natural disaster, enforcing strict social distancing measures across several provinces and cities in Indonesia, including the regions where the UNDP-GEF KalFor project operated. Thus, the evaluation process also considered the impact of the pandemic on the project's continuity. Fortunately, the Terminal Evaluation was conducted post-pandemic, allowing the evaluation team to meet in person and safely conduct field visits without the risk of virus transmission, as the pandemic had officially ended.
28. The evaluation executed using a framework for evidence-based information that is credible, reliable and useful. The TE consultants will follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point (OFP), UNDP-CO in Indonesia, PMU team, UNDP-GEF Regional Technical Adviser and key stakeholders.
29. An assessment of project performance was carried out, based against expectations set out in the Strategic Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the following criteria, with parameters requiring at rating denoted with an asterisk "*":
- i. Relevance*
 - ii. Effectiveness*
 - iii. Efficiency*
 - iv. Sustainability*
 - v. Gender and human rights*
 - vi. Additional cross-cutting issues, as relevant: persons with disabilities, vulnerable groups, poverty and environment nexus, disaster risk reduction, climate change mitigation and adaptation
 - vii. Results Framework
 - viii. Progress to Impact*
 - ix. M&E Design and Implementation (at design, implementation and overall assessment)*
 - x. UNDP oversight/implementation*
 - xi. Implementing Partner execution*
 - xii. GEF additionality
 - xiii. Adaptive Management

- xiv. Stakeholder Engagement
- xv. Finance & materialization of co-financing
- xvi. Social and Environmental Standards (Safeguards)

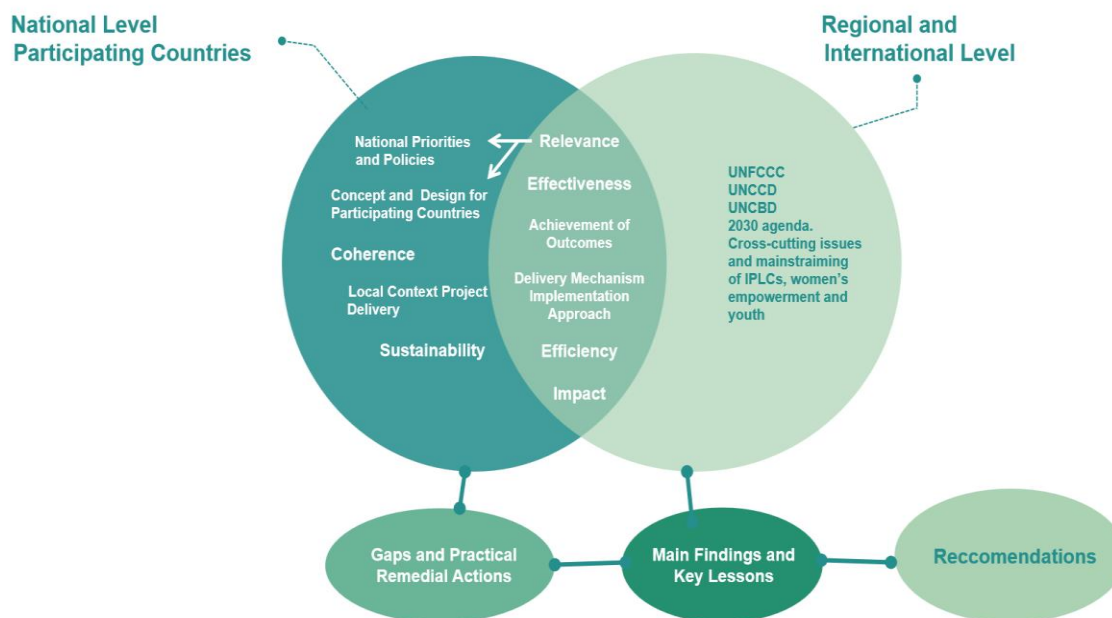


Figure 1. Conceptual Model of the Terminal Evaluation

Duration of Terminal Evaluation

30. The Terminal Evaluation was undertaken between July to December 2024 by a three-person team, comprising an international consultant / team leader and a national consultant. The TE consultant team enlisted in-kind support from a seasoned evaluation subject-matter expert to provide technical backstopping, and to expedite the document review and consultation process.

C. Data Collection & Analysis

Desk Study

31. This inception report and accompanying inception kick-off meeting PowerPoint, the TE’s approach and proposed methodology have been mainly informed by²:

- A desk review of foundational project documentation (involved 802 documents), including:
 - Official BTORs;

² A [Google Drive](#) with an extensive body of project information has been provided and will be digested incrementally throughout the TE.

- Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects;
- Final Signed_5029_Kalimantan Project Document 19 Jan 2018;
- 2019-2024 PIRs;
- 2021-2024 PARs;
- FPIC and Gender Assessment documents;
- KalFor Shared Learning documents;
- 2018-2020 QMR reports
- Mid-Term Review Report;
- 2021-2024 Monthly Reports;
- Country Programme Documents
- RoadMap documents
- Project website: <https://kalimantanforest.org/>;
- Policy Briefs;
- KalFor books and assessment reports;
- Project Board Meeting MoMs;
- SESP documents;
- TE Kick-off meeting PowerPoint;
- TE Kick-off project update PowerPoint presentation by the PMU team;
- QARE Unit evaluation guidelines PowerPoint presentation.
- 2018-2024 Annual reports and Achievement Reports
- Informal discussion(s) with the UNDP-CO in Indonesia and PMU team (latter held on 11 July 2024);
- Informal discussion with the UNDP-GEF Regional Technical Advisor.

32. Following the inception phase, the TE consultant team undertook a thorough review of the rather substantial body of documentation that has been produced over the course of the Project during the fact-finding stage. The complete file of project documents was made available to the team electronically through a Google Drive system. Other information sources including documents external to the Project itself, websites, etc., have also been utilized as data sources. In all, a total of 802 documents were reviewed as part of the desk study spread across 22 directories. Annex D includes a list of the primary information resources and reference materials that have been reviewed by the TE consultant team.

Development of Evaluative Matrix

33. Information gathering was also conducted through systematic interviews, with questions tailored according to the guidelines outlined in the Evaluation Matrix. As outlined in Annex 6 of the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects, the TE team has developed an evaluative matrix, which is presented in Table 5. This matrix provides a structured framework for conducting the evaluation, outlining key questions to be addressed. According to the guidelines, these questions focus on the following main areas of inquiry: (i) Relevance; (ii) Effectiveness; (iii) Efficiency; (iv) Results; (v) Sustainability; (vi) Gender equality and women's empowerment; and (vii) Cross-cutting and UNDP mainstreaming issues.
34. The matrix also identifies the various indicators which will reflect whether or not specific conditions or targets are met, the sources of data and information to be utilized to support the analysis and the methodology to be employed in gathering the data.

Table 5: Evaluation framework of key questions by evaluation category

Evaluative Criteria	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area(s), and to the environment and development priorities at the local, regional and national levels?			
<p>Were the objectives and implementation strategies consistent with:</p> <p>i) global, regional and national environmental issues and needs;</p> <p>ii) expectations and needs of key stakeholder groups;</p> <p>iii) the UNDP mandate, programming and policies at the time of design and implementation;</p> <p>iv) GEF multi-focal area’s (BD/LD/SFM) strategic priorities and operational programme.</p>	<p>Level of alignment with (contribution of results to) sub-regional environmental issues, UNDP mandate and policies at the time of design and implementation; and to:</p> <ul style="list-style-type: none"> • BD-4 Programme 9 • LD-3 Programme 4 • SFM-1 <p>Degree of coherence between the project and national priorities, policies and strategies</p> <p>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</p> <p>Level of involvement of government officials and other partners in the project design, inception and implementation process</p>	<ul style="list-style-type: none"> • Comparison of project document and annual reports and policy and programming documents (i.e. CPD), strategy papers of local-regional agencies, GEF and UNDP • Interviews with UNDP-CO staff, PMU staff and governmental agencies • MTR report 	<p>Desk review and interviews</p>
<p>Was the project Theory of Change clearly articulated?</p>	<p>Coherence and robustness of the TOC</p>	<ul style="list-style-type: none"> • STAP guidance on TOC 	<p>Desk review and interview</p>
<p>Have the project interventions responded the capacity needs required by relevant institutions and</p>	<p>Degree of assessment of capacity needs of relevant institutions and individuals</p>	<ul style="list-style-type: none"> • Evidence of capacity assessments at inception and during implementation • HACT assessment 	<p>Desk review and interviews</p>

Evaluative Criteria	Indicators	Sources	Methodology
individuals at national and subnational levels?			
Did persons who would potentially be affected by the project have an opportunity to provide input to either its design and strategy?	Level of participation of persons potentially affected by the project.	<ul style="list-style-type: none"> ● PIF, Project document, inception report, 	Desk review and interviews (including field visits to key sites in West and Central Kalimantan)
How did Kalfor project contribute towards, and advance gender equality aspirations of the Government of Indonesia, UNSDCF outcomes, and UNDP CPD outcomes?	Project inputs into the formulation of UNSDCF outcomes, and UNDP CPD outcomes?	<ul style="list-style-type: none"> ● CPD and UNDCF and Government strategies 	Desk review and interviews
Question to gauge adaptive management under "relevance": To what extent did the (political, environmental, social, institutional) context change during project implementation and how did the project adapt to this/these change(s)?	Reported adaptive management measures in response to changes in context	<ul style="list-style-type: none"> ● Project progress reports/PIR ● Interviews with project staff and key stakeholders 	Desk review and interviews
Were gender, disability and social inclusiveness considered in modifying the project strategy in the final two years of implementation?	Active stakeholder involvement from both men, women and persons with disabilities. Efforts to change SRF since MTR	<ul style="list-style-type: none"> ● Project document, inception report, stakeholder interviews ● Disaggregated data 	Desk review, progress reporting / PIR, field visits to key sites in West and Central Kalimantan and interviews
Were lessons from other projects, including those pertaining to gender and social issues, incorporated into the project strategy?	Reference of lessons learned from other projects, including those pertaining to gender and social issues, captured in design and planning.	<ul style="list-style-type: none"> ● Project document and stakeholder interviews 	Desk review and interviews
How has the project accommodated and succeeded in mainstreaming other cross-cutting issues?	Annual Work Plans Budget PB Minutes	<ul style="list-style-type: none"> ● Project document, inception report, stakeholder interviews ● New metrics being incorporated into the SRF 	Desk review, progress reporting / PIR, field visits to key sites in West and Central

Evaluative Criteria	Indicators	Sources	Methodology
	Efforts to change SRF since MTR		Kalimantan and interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
How successful was the project in realizing the core objective?	Output level indicators of Results Framework met	<ul style="list-style-type: none"> ● Project progress reports/PIRs ● Tangible products (publications, studies, etc.) ● Interviews with program staff, partner organizations in implementation, project beneficiaries 	Desk review, field visits to key sites in West and Central Kalimantan and interviews
How successful was the project in realizing Outcome 1: Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decisions, and management actions at national and provincial (West, Central and East Kalimantan) levels	<p>End-of-project target reached for outcome-level indicators 1.1 and 1.2 within Results Framework</p> <p>Number of national/provincial level policy and/or regulatory changes</p> <p>Reclassification of HCV forest</p>	<ul style="list-style-type: none"> ● Project progress reports/PIR ● Policies / regulations ● Reclassification decrees ● Tangible products (publications, studies, plans etc.) Interviews with program staff, partner organizations in implementation, project beneficiaries ● News / Press releases and ministerial statements 	Desk review, results of tracking tools and interviews
How successful was the project in realizing Outcome 2: Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop	End-of-project target reached for outcome-level indicators 2.1-2.6 within Results Framework	<ul style="list-style-type: none"> ● Project progress reports/PIRs ● Tangible products (publications, studies, plans etc.) ● Existence and review of plans, policies and regulatory changes; ● Robustness of methodology and quantification of CO2 emissions avoided 	Desk review, interviews
How successful was the project in realizing Outcome 3: Innovative ways of using financial incentives (and eliminating disincentives), designed to help reduce	End-of-project target reached for outcome-level indicators 3.1 within Results Framework	<ul style="list-style-type: none"> ● Project progress reports/PIR ● Tangible products (publications, studies, plans etc.) ● Validation of incentive mechanisms ● Deforestation levels 	Desk review, interviews, review of budgets operationalizing incentives and

Evaluative Criteria	Indicators	Sources	Methodology
<p>deforestation and forest fragmentation driven by estate crop development, have been demonstrated in target landscapes within four districts in Kalimantan</p>	<p>Evidence of incentive mechanisms being implemented and working</p> <p>Reduction of long-term threat or actual incidence of estate-crop driven deforestation</p>		<p>sustainable financing plans</p>
<p>How successful was the project in realizing Outcome 4: Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia’s estate crops sector</p>	<p>End-of-project target reached for outcome-level indicators 4.1-4.2 within Results Framework</p>	<ul style="list-style-type: none"> ● Project progress reports/PIRs ● Tangible products (publications, studies, plans etc.) ● Lessons documented and being utilized 	
<p>Were key stakeholders appropriately involved in producing the programmed outputs?</p>	<p>Stated contribution of stakeholders in achievement of outputs within AWP process</p>	<ul style="list-style-type: none"> ● Citation of stakeholders' roles in tangible products (publications, studies, etc.) ● Interviews with partners and project beneficiaries ● Documentation surrounding AWP process 	<p>Desk review and interviews</p>
<p>Has the project been successful in influencing government agencies to mainstream “financing” structures for forest management into more accommodating policy, regulatory frameworks, federal/provincial supported programs?</p>	<p>Recommendations of project are actually included in policies, budgets and plans</p>	<ul style="list-style-type: none"> ● Annual project implementation reports ● Results of interviews with economic planning and regulatory agencies and organizations that manage PA Budgets 	<p>Desk review and interviews and field visits to key sites in West and Central Kalimantan</p>
<p>To what degree have the project products (e.g. studies, methodologies, etc.) been accessible to decision makers and other relevant stakeholders, and what effect has this had on financial</p>	<p>Indicators in the SRF</p>	<ul style="list-style-type: none"> ● SRF ● Budget and planning documents 	<p>Detailed document reviews</p>

Evaluative Criteria	Indicators	Sources	Methodology
strategies and management in the project intervention areas?			
What remaining barriers exist to achieving the project objective and can these be achieved post-project with little to no investment?	Identification of barriers and strategies to address the barriers	<ul style="list-style-type: none"> • Progress reports, meeting minutes, results of stakeholder interviews 	Desk review and interviews and field visits to key sites in West and Central Kalimantan
How has the project amplified, scaled-up and replicated the results to other areas in question	Cooperation agreements, number of meetings	<ul style="list-style-type: none"> • Progress reports, meeting minutes, stakeholder interviews 	Desk review and interviews
What lessons can be drawn regarding effectiveness for other similar projects in the future?	Impressions on what changes could have been made at design and / or implementation to improve the achievement of the expected result.	<ul style="list-style-type: none"> • Interviews results 	Interviews
How well did the project react to dynamic (changing) environment? To what extent the Kalfor project was successful achieving the expected results?	Output level indicators of Results Framework met	<ul style="list-style-type: none"> • Project progress reports/PIRs • Tangible products (publications, studies, etc.) • Interviews with program staff, partner organizations in implementation, project beneficiaries 	Desk review, field visits to key sites in West and Central Kalimantan and interviews
<p>Question to gauge adaptive management under “effectiveness”: Since the MTR, how is risk and risk mitigation being managed?</p>	<p>How well are risks, assumptions and impact drivers being managed?</p> <p>What was the quality of risk mitigation strategies developed? Were these sufficient?</p> <p>Whether or not risks articulated in MTR have been addressed.</p>	<ul style="list-style-type: none"> • Quality of risk mitigations strategies developed and followed articulated in progress reporting and PIRs 	Document analysis and interviews with PMU team
<p>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</p>			
Did the project logical framework and work plans and any changes	Timeliness and adequacy of reporting provided	<ul style="list-style-type: none"> • Project documents and evaluations. 	Desk review of key documentation and interviews

Evaluative Criteria	Indicators	Sources	Methodology
made to them use as management tools during implementation?			
To what degree of success was the project able to establish synergies with other initiatives that resulted in opportunities for increased cooperation and coordination between similar interventions?	Cooperation agreements / evidence of joint planning	<ul style="list-style-type: none"> ● Interviews with key stakeholders (partner organizations, other projects) ● Project products (publications, data) that show collaboration / complementation with other initiatives 	Desk review and interviews and field visits to key sites in West and Central Kalimantan and interviews
How was the operational execution vs. original planning (time wise)?	Level of compliance with project planning / annual plans	<ul style="list-style-type: none"> ● Project progress reports/PIR 	Desk review and interviews
To what extent are allocated resources (financial, human resources and other relevant ones) to facilitate the achievements of intended outputs and outcomes?	Robustness of AWP process and budget reporting and adaptive management	<ul style="list-style-type: none"> ● Project progress reports/PIR 	Desk review and interviews
How was the operational execution vs. original planning (budget wise)? Was the project implemented cost-effective?	Level of compliance with project financial planning / annual plans	<ul style="list-style-type: none"> ● Project financial reports ● Interviews with project staff ● ROI assessment 	Desk review and interviews
Were you afforded the resources (human and financial) to get the job done?	Annual plans vs. achievement of objectives	<ul style="list-style-type: none"> ● Results of interviews with project staff ● Annual work plans 	Interviews and data analysis
If present, what have been the main reasons for delay/changes in implementation? Have these affected project execution, costs and effectiveness?	List of reasons, validated by project staff	<ul style="list-style-type: none"> ● Results of interviews with project staff 	Interviews and lessons learned workshop
Was adaptive management applied adequately? Were any cost- or time- saving measures put in place in attempting to bring the project as far as possible in achieving its results within its secured budget and time?	Measures taken to improve project implementation based on project monitoring and evaluation	<ul style="list-style-type: none"> ● Project progress and implementation reports ● MTR report and management response ● Interview with project staff and RTA 	Documentation review and interviews

Evaluative Criteria	Indicators	Sources	Methodology
Has the MoEF - and specifically the Directorate General of Forestry Planning and Environmental Governance - been effective in guiding the implementation of the project?	Leadership of the National Project Director and ownership of other officials	<ul style="list-style-type: none"> ● PB and PMU minutes, project outputs, stakeholder interviews 	Desk review and interviews with project staff + PB observations and discussion
Have the executing partners been effective in implementation of the project?	Active role in project activities with catalytic support to the project implementation	<ul style="list-style-type: none"> ● Results of stakeholder consultations ● project outputs ● financial and capacity scorecards 	Desk review and interviews and field visits to key sites in West and Central Kalimantan
Has UNDP been effective in providing support for the project?	Quality and timeliness of support	<ul style="list-style-type: none"> ● Results of stakeholder consultations, project procurement 	Desk review, data analysis, and interviews
Since the MTR, were delays encountered in project implementation, disbursement of funds, or procurement?	Compliance with schedule as planned and deviation from it is addressed	<ul style="list-style-type: none"> ● Annual workplan ● project outputs ● stakeholder interviews ● execution against procurement plan 	Desk review and interviews
Has work planning for the project (i.e., funds disbursement, scheduling, etc.) effective and efficient?	Responsiveness to significant implementation problems	<ul style="list-style-type: none"> ● PIP and Annual workplan ● project outputs, stakeholder interviews 	Desk review and interviews
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding	<ul style="list-style-type: none"> ● Co-financing reports, CDR reports, stakeholder interviews 	Desk review and evidence of co-financing letters versus annual work planning and budgeting of co-financing on an ongoing basis
Have associated risks at the national and subnational level been anticipated and addressed? What are the Potential Impacts?	Evidence of explicit risk management processes	<ul style="list-style-type: none"> ● Risk register 	Desk review and interviews
<p>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</p>			

Evaluative Criteria	Indicators	Sources	Methodology
Has a sustainability / business continuity plan(s) been drafted for the project?	Planning for project closure	<ul style="list-style-type: none"> • Sustainability plans / exit strategy approved 	Documentation review (exit strategy and PB minutes)
Are legal frameworks, policies, and institutional arrangements favourable for sustaining the project's outcomes following conclusion of the project?	Processes and insertion project objectives in national plans and policies.	<ul style="list-style-type: none"> • MTR • Policy, legislation and decrees 	Document review and interviews
Will stakeholder ownership be sufficient to sustain the project's outcomes?	Handover plan and knowledge transfer ongoing	<ul style="list-style-type: none"> • Sustainability plans • Progress reports 	Document review and interviews and questionnaire (if deployed)
What is the likelihood that adequate financial resources will be in place to sustain the project's outcomes by project end?	Opportunities for financial sustainability from multiple sources exists	<ul style="list-style-type: none"> • Project Document, Annual • Project Review/PIR • Exit strategy • PB minutes 	Desk review, field visits and interviews
Have incentives and sustainable financing plans taken root and are revenue streams more financially sound post-project?	Revenue has been diversified and balanced as opposed to baseline	<ul style="list-style-type: none"> • Sources of revenue to beneficiaries 	Document reviews and interviews.
To what extent the project meet the Global Environment Benefits (GEB) as recommended by relevant UN Conventions?	Realization of GEBs in the ProDoc	<ul style="list-style-type: none"> • Core Indicator Worksheet 	Document review and comparative analysis
<i>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</i>			
To what extent was the GEF necessary for this initiative?	GEF Additionality	<ul style="list-style-type: none"> • Comprehensive review and determination. 	Document reviews, visits, and interviews.
To what extent has the GEF alternative been realized?	Assessment of GEF increment	<ul style="list-style-type: none"> • Comprehensive review and determination. 	Document reviews, visits, and interviews.
Are beneficiaries better off than they would have been under the status quo?	Beneficiary assessment, including gender and IPLCs	<ul style="list-style-type: none"> • Comprehensive review and determination. 	Document reviews, visits, and interviews.

35. The stages of the Terminal Evaluation (TE) (see Figure 2) began with the inception and planning phase. In this phase, the TE team coordinated and communicated to gain an understanding of the project based on the TOR and initial communications with the project managers (UNDP officials, PMU, and the team). Information was collected with the help of the PMU and team, where we obtained numerous reports and documents through files stored in Google Drive. A desk study was then conducted to identify the appropriate methodology for the evaluation. The project description and methodology were subsequently outlined in the inception report, which was then presented to UNDP officials and the PMU team.
36. The second step is the finding phase, which involves conducting semi-structured interviews either one-on-one or in focus groups, both online and offline. The team also conducted site visits to several target locations and attended stakeholder meetings to discuss additional regulations for forests in APL areas, such as in Sintang. Based on the findings, the data was analyzed, interview recordings were transcribed into text, and summaries of the interviews were created.
37. The document was then written based on the data analysis results. The rating presentation was discussed by the TE consultants, and the finance review, as well as cross-cutting issues such as gender and persons in disabilities, were also addressed in the document. A list of KalFor files or documents was compiled, and a list of interview respondents was included in the Annex.
38. The final stage involved document review and finalization of the Terminal Evaluation (TE) report, followed by the post-evaluation process. The final document was then disseminated to key stakeholders, particularly the donor.

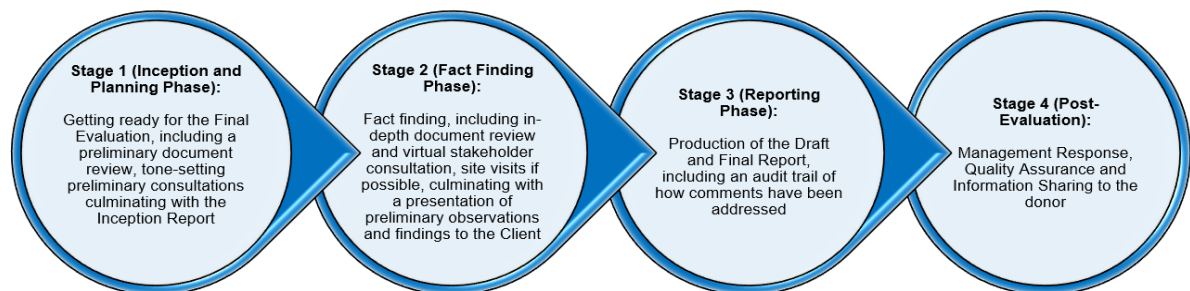


Figure 2. Stages of the terminal evaluation

Semi-Structured Interviews and Stakeholder Consultation

39. The interviews were carried out from July 22 to August 22, 2024, through both online and in-person (one-on-one) formats, including field visits and meetings with various stakeholders such as local governments, universities, CSOs, and KalFor field officials. At least 88 individuals were interviewed through one-to-one sessions or, in some cases, through FGDs, covering 43 stakeholders, including implementing partners, Project Management Units, and national park authorities. Each session lasted approximately one hour, with participants assured of confidentiality and anonymized reporting. The interviews were guided by evaluation questions but remained flexible to capture relevant insights. Pro-forma questions, aligned with UNDP GEF guidelines, were updated after the Inception Report (Annex E) and tailored to different stakeholder groups. A complete list of interviews is provided in Annex F.

Focus Groups

40. As part of the consultation and interview process, a number of focus group sessions and round tables were carried out with organizations that have been linked to the Project. This technique was also used with the Project team.

Direct Observation

41. As part of the TE process, the international and national consultants conducted field visits to Kotawaringin Barat (Pangkalan Bun) from August 6 to 7, 2024, and to Sintang and Pontianak from August 11 to 14, 2024. These visits provided the TE consultant team with a deeper understanding of the project's context, including behavioral dynamics, and allowed them to assess critical issues such as governance and overall leadership in achieving the project's objectives.

Consultation Follow-Up

42. After the formal interviews with stakeholders, additional steps were taken to continue gathering information, triangulate data, and cross-reference findings. This process included document checks and reviewing interview recordings from Zoom files or other recorded materials. These actions helped ensure data validity and improve the accuracy of the evaluation findings. Some of these steps involved follow-up consultations with specific stakeholders and the PMU for verification purposes, as well as requests for additional evidence and documentation.

802

802 documents reviewed as part of the desk study

43

Stakeholder consultations with 88 unique individuals

29%

those interviewed were women

3

Months elapsed time

640

Aggregated hours across 40 working days between the TE team

82%

Eighty-two percent of the interviews conducted in Bahasa

Figure 3. Terminal Evaluation by the Numbers

Data Analysis

43. The TE team validated project results by triangulating data from various sources, including document reviews, key informant interviews (KII), focus group discussions (FGD), and site visits. Documents such as final project document, the annual reports of achievement reports per year, Project Board meeting minutes, Mid-Term Review, PIR, SESP, CNA and the GEDSI Action Plan and Evaluation, provided key monitoring data. This data was cross-checked and verified during the field mission to ensure accuracy.

44. Data analysis was based on verifiable indicators from the project’s SRF to assess objectives and outcomes against established targets. The TE team worked with the PMU to review these indicators, providing justification for the ratings assigned. After the field mission, the team met with UNDP, PMU, and key stakeholders to validate the preliminary findings. Ongoing communication with UNDP and PMU helped gather additional information for the final analysis.
45. The analysis of the data from triangulation informed the narrative evaluation and the TE ratings, which were presented in the Terminal Evaluation Findings section. The draft report was shared with UNDP and stakeholders for validation. Overall project performance was assessed using a UNDP-defined rating system, evaluating areas such as Monitoring and Evaluation (M&E), project implementation, and sustainability in terms of financial, social, and environmental factors.
46. The TE team also analyzed cross-sectoral issues such as gender equality, social inclusion, and human rights. Gender-responsive methods were employed to assess how the project supports gender equality, women’s empowerment, and social inclusion, including the involvement of underrepresented groups. The team reviewed the project design and gender-disaggregated data collection, ensured equal representation in FGDs, and evaluated the project’s alignment with national policies on gender and human rights.
47. Gender analysis was conducted by selecting interview results, particularly from female respondents, regarding their activities and involvement as well as those of women's groups. These findings were cross-checked with the GESI and GEDSI action plans, assessments, and evaluations or reviews. KalFor provided comprehensive documentation, including issues related to women and persons in disability* , as well as the roadmap of the PKTL Directorate.
48. The financial evaluation analyzed GEF funding, co-financing, and spending efficiency and assessing contributions to project outcomes. Financial data was analyzed based on the funding allocation during the project design phase per component and for project management, then compared with annual and component-wise expenditures. Co-financing was included to assess the extent of funds provided, including in-kind contributions from MoEF, highlighting its support for the project.

Presentation of Preliminary Findings

49. The information collected and analyzed up to early July 2024 was subsequently presented to the PMU and the Ministry of Environment and Forestry - Directorate of Forestry Planning and Environmental Governance on August 1, 2024, through a PowerPoint presentation included in Annex G. At the end of the session, feedback was gathered, facilitating further reflection and refinement of initial evaluations, as well as the formulation and justification of conclusions and lessons learned. These results will inform recommendations for future projects.

Draft Terminal Evaluation Report

50. The information gathered from different sources was organized and coded by topic. To ensure the credibility and validity of the findings, judgments, lessons learned and conclusions presented. The evaluators used triangulation techniques, which consist of crossing the information obtained. Each component and phase of the Project was evaluated according to the categories established by the

*Persons in disability has also become an important issue in the Kalfor project, with the analysis providing additional information and added value to the project.

evaluation guide: 6: Highly Satisfactory (HS), 5: Satisfactory (S), 4: Moderately Satisfactory (MS), 3: Moderately Unsatisfactory (MU), 2: Unsatisfactory (U) and 1: Highly Unsatisfactory (HU). The rating scales used for each of the assessed categories are provided in Annex H.

51. Based on the results obtained, the evaluation team made recommendations of a technical and practical nature, with the intention of reflecting an objective understanding of the achievements of the Project. The TE was applied to the design and implementation of the Project for the four categories of progress:

- **Project Strategy:** Formulation of the Project including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, participation of design actors, replicability, among others;
- **Progress in the achievement of results:** focus on implementation, participation of stakeholders, quality of execution by each institution involved and, in general, financial planning, monitoring and evaluation during implementation;
- **Execution of the Project and Adaptive Management:** identification of the challenges and proposal of the additional measures to promote a more efficient and effective execution. The aspects evaluated were: management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at the Project level, stakeholder involvement, information and communication;
- **Sustainability:** In general, sustainability is understood as the probability that the benefits of the Project will last in time after its completion. Consequently, this also includes an assessment of the likely risks that the Project faces so that the results will continue when the Project ends.

D. Ethics

52. The review was conducted in accordance with the UN Ethical Guidelines for Evaluators, and the reviewer signed the Evaluation Consultant Code of Conduct Agreement (Annex I). In particular, the TE team ensures the anonymity and confidentiality of individuals who were interviewed and surveyed. The team has been sensitive to issues of discrimination and gender equality and has presented results in a manner that clearly respects stakeholders' dignity and self-worth.

E. Limitations to the Evaluation

53. The main limitations to the TE related to the COVID-19 and associated constraints:

- Overall, there were no significant challenges in collecting information and analyzing data. Both the International and National Consultants successfully conducted field missions, though they did not cover activities in East Kalimantan. Virtual and offline interviews proceeded smoothly, with most aligning well with the planned agenda. There was no impact from COVID-19 as the situation had shifted to post-pandemic status.
- The main challenge was reviewing and analyzing a large volume of documents, including reports, BTORs, media materials, and annual reports. This significantly extended the time required for desk study.
- Neither the International nor National Consultant are gender development specialists and had to deduce results based on existing capacity and experience.
- The International Consultant experienced a two-month delay beyond the agreed TE schedule due

to bandwidth limitations and cascading effects from other concurrent evaluations.

54. Significant mitigation efforts were implemented by assigning a larger portion of the TE documentation workload to the National Consultant, with the completed drafts being reviewed and consulted with the International TE Consultant.

F. Structure of the Evaluation Report

55. The structure of this report follows the outline proposed by the Terminal Evaluation Guidelines:

- i. Basic Report Information (to be included in title page)
 - Title of UNDP-supported GEF-financed project UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program Executing Agency, Implementing partner and other project partners TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary
 - Project Information Table Project
 - Evaluation purpose, objective, main areas of inquiry and scope
 - Description (brief)
 - Evaluation Ratings Table
 - Main Findings
 - Concise summary of conclusions, lessons and recommendations
 - Recommendations summary table
2. Introduction
 - Purpose and objective of the TE
 - Scope and Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
3. Project Description
 - Project start and duration, including milestones
 - Development context: environmental, socio - economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address: threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
4. Findings
 - 4.1 Project Design/Formulation
 - 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
- 4.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co -finance
 - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment (*) UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
 - Risk Management, including Social and Environmental Standards (Safeguards)
- 4.3 Project Results and Impacts
 - Progress towards objective and expected outcomes
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall outcome (*)
 - Sustainability: financial (*), socio -political (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country ownership
 - Gender equality and women's empowerment
 - Cross -cutting Issues
 - GEF Additionality
 - Catalytic /Replication Effect
 - Progress to Impact
- 5. Main Findings, Conclusions, Recommendations and Lessons
 - Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
- 6. Annexes
 - TE ToR (excluding ToR annexes)
 - TE Mission itinerary including summary of field visits
 - List of persons interviewed
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Co-financing tables (if not included in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - Logic Model Analysis tables
 - Annexed in a separate file: TE Audit Trail

- Annexed in a separate file: relevant GEF/LDCF/SCCF Core Indicators or Tracking Tools

III. PROJECT DESCRIPTION AND BACKGROUND

A. Project start and duration, including milestones

56. “Strengthening Forest Area Planning and Management in Kalimantan” (PIMS 5029) is a seventh-year project implemented through the Ministry of Environment and Forestry (MoEF), Directorate General of Forestry Planning and Environmental Governance (PKTL), supported by the United Nations Development Program (UNDP). The Project started on December 22, 2017 and is scheduled for operational closure on December 22, 2024.

57. Per evaluation requirements, an MTR was undertaken for the Project and finalized in July 15, 2021.

June 2015	June 2017	22 December 2017	25 to 26 April 2018	July 2021	November 2024	22 December 2024	June 2025
PIF approval	Full project approved: “CEO endorsement”	ProDoc signed; official project start	Inception Workshop	Mid-term Review (MTR) Completion	Terminal Evaluation (TE) Completion	Official Project Operational Closure date	(Financial Closure Date)

Figure 4. Project Timeline and Key Milestones

58. The process from the Project Identification Form (PIF) to finalizing and signing the Project Document (ProDoc) took three years, from 2014 to 2017. The initial inception workshop was conducted in April 2018 (kick-off meeting on March 2018). The Free, Prior, and Informed Consent (FPIC) process spanned 1-2 years, after which significant progress was made in achieving project targets in the following years. The Mid-Term Review was conducted from April to June 2021, while the Terminal Evaluation of the project ran through November 2024. The project’s official closing date is scheduled for 22 December 2024.

B. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Country Context

59. Kalimantan (Borneo) is the third-largest island in the world, following Greenland and New Guinea, with an area of approximately 743,330 square kilometers. The island is divided among three countries: Indonesia, Malaysia, and Brunei Darussalam. The majority of Borneo's territory, around 73% of the island's total area, lies within Indonesia.

60. The ecosystem of Kalimantan encompasses a wide variety of habitats, including tropical rainforests, wetlands, mountains, and coastal areas, supporting remarkable biodiversity. Kalimantan's tropical

rainforest is one of the oldest in the world, over 130 million years old. These forests are incredibly rich in biodiversity and are home to numerous endemic species of flora and fauna. Some of the most notable species found in Kalimantan's forests include the Bornean orangutan, Borneo elephant, Bornean rhinoceros, clouded leopard, as well as various species of birds and reptiles.

61. Kalimantan consists of five mainland provinces (West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan and North Kalimantan). The population is spread across three countries: Indonesia, Malaysia, and Brunei. The largest share of this population resides in the Indonesian portion of the island, known as Kalimantan, which accounts for roughly 16-17 million people. Borneo's population is diverse, with numerous ethnic groups, including the indigenous Dayak people, Malays, and various immigrant communities. The island has seen significant development in recent decades, but many areas remain sparsely populated, especially in the dense tropical rainforests.

Environmental and Species Context

62. Kalimantan is home to extraordinary biodiversity, making it one of the most ecologically rich regions in the world. The island boasts over 15,000 plant species, with approximately 6,000 of them being endemic, approximately 222 species of mammals on the island, including 44 endemic species, over 420 birds, of in which 37 birds are endemic, more than 500 species of reptiles and amphibians, and 394 fish species (19 endemic). Borneo is known for its vast insect biodiversity, with over 150,000 species of insects estimated to inhabit the island, though the exact number is still uncertain as new species continue to be discovered.

63. In Kalimantan, the biodiversity in converted forests (HPK) faces significant threats, as many of these areas are earmarked for conversion into plantations (such as oil palm or timber), agriculture, or mining. Conversion also leads to habitat fragmentation, where previously continuous forest areas are split into isolated patches. This isolation reduces gene flow, which can lead to population declines and make it harder for species to survive. For example, Bornean orangutans require large continuous forest areas to thrive. Not many HPK (convertible production forest) areas are used for species conservation, and there is a tendency for these areas to be dominated by cosmopolitan alien species.

64. Biodiversity in APL (Non-state Owned Forest Areas) in Borneo remains significant, despite being designated for non-forest purposes such as agriculture, plantations, or urban development. These areas still harbor a variety of species, especially in regions with fragmented forests or patches of secondary growth. While primary forests are often cleared, secondary forests in APLs can still support species like Dipterocarps, vital for wildlife and carbon storage. Borneo's iconic orangutans are sometimes found in these fragmented patches, although their population is now estimated at fewer than 105,000 individuals. Additionally, APLs continue to host bird species, including endemics like the Bornean Bristlehead and Hornbills, though their populations are lower in more degraded areas. Despite this, biodiversity in APLs faces ongoing threats from deforestation and human-wildlife conflict.

Institutional and Policy Factors Relevant to the Project Scope

65. Indonesia's forest area covers 125,922,474.73 hectares, with a boundary length of 373,828.44 km, consisting of 284,032.3 km of outer boundaries and 89,796.1 km of forest function boundaries. As of December 2022, boundary delineation for forest areas has been completed along 332,184.0 km (88.88%), including 242,387.8 km of outer boundaries (65%) and 89,796.1 km of forest function boundaries (24%).

66. The total area consists of Conservation Areas (marine) covering 5,321,321.00 hectares, Conservation Areas (land) covering 22,086,347.40 hectares, Protected Forest Areas (HL) covering 29,560,152.29 hectares, Limited Production Forest Areas (HPT) covering 26,802,781.04 hectares, Permanent Production Forest Areas (HP) covering 29,230,539.78 hectares, and Convertible Production Forest Areas (HPK) covering 12,794,164.68 hectares. From this total, the forest areas that have been officially designated through the Minister of Environment and Forestry Decree amount to 99,662,378 hectares. This means that there are still 26,132,928 hectares of forest areas in Indonesia awaiting designation.
67. There are 69.3 million hectares of APL (Non-Forest Area), of which, in 2021, 7.48 million hectares remain forested, accounting for only 4% of Indonesia's land area (Performance Report of the Directorate General of Planning and Development of Forest Management). In Kalimantan, about 2.2 million hectares of forest remain in APL, while palm oil plantations now cover nearly 6 million hectares.

Forest degradation

68. As of recent estimates, Kalimantan has experienced significant deforestation over the past several decades. From 1973 to 2015, the island lost approximately 30% of its forest cover, equivalent to around 16 million hectares of forest. In 1973, Kalimantan was covered by about 75.7 million hectares of forest, but by 2015, this had been reduced to around 55.8 million hectares.
69. The island has lost a substantial portion of its primary forests, which are critical for biodiversity. By 2020, primary forests in Kalimantan had shrunk to cover less than 50% of the island's total land area. Deforestation is mainly driven by the expansion of palm oil plantations, logging, mining, and infrastructure development.

Socio-economic considerations

70. Agriculture, particularly palm oil cultivation, is a key driver of Kalimantan's economy, with vast areas in Indonesian and Malaysian (Sabah and Sarawak) dedicated to oil palm plantations. Smallholder farming also supports many indigenous and rural communities through crops like rubber, cocoa, and rice. Borneo has long been a hub for tropical timber, though large-scale logging has led to deforestation and environmental harm, impacting forest-dependent communities. The island is rich in minerals such as coal, gold, and bauxite, with coal mining being a major industry in Kalimantan, often displacing communities and causing environmental issues. Coastal communities rely on fishing for income and subsistence, but overfishing and pollution are now threatening these vital marine resources.
71. The population of Kalimantan, Indonesia, consists of various ethnic groups, including the Dayak, Banjar, Malay, as well as migrants such as the Javanese, Bugis, and Madurese. Indigenous people in Kalimantan, Indonesia, are comprised of diverse ethnic groups with rich cultural traditions and deep ties to the land and forests. The main indigenous communities include the Dayak, Banjar, and Punan, each with its distinct cultural practices, languages, and social structures. Here's a brief overview of these groups: Indigenous communities in Kalimantan are facing mounting pressures from industrial activities, particularly logging, palm oil plantations, and mining. These activities have caused widespread deforestation, loss of biodiversity, and displacement of indigenous peoples from their ancestral lands.
72. In Kalimantan, community cooperation, known as gotong royong, is an essential part of social life, playing a significant role in traditional ceremonies, village development projects, and daily activities.

The indigenous Dayak people continue to practice various cultural traditions, including harvest festivals, funeral rituals (Tiwah), and other ceremonial events, though modernization and the influence of major religions like Islam and Christianity have led to some changes or adaptations. Alongside the national language, Indonesian, local languages such as Dayak, Banjar, and Malay are commonly spoken, although their use is gradually declining among younger generations.

Overexploitation

73. Major concerns include deforestation driven by the expansion of palm oil plantations, illegal logging, and mining, which lead to significant biodiversity loss and habitat destruction, affecting endangered species like the Bornean orangutan and proboscis monkey. Mining, particularly for coal, has led to deforestation, soil erosion, and water pollution, impacting both aquatic life and local communities. The expansion of palm oil plantations converts vast areas of forest and peatlands, contributing to greenhouse gas emissions and land conflicts with indigenous peoples. Overfishing in coastal and riverine areas depletes fish stocks, disrupting marine ecosystems and impacting local livelihoods. Overall, these activities lead to biodiversity loss, community displacement, and health issues due to pollution. Efforts to mitigate these impacts include adopting sustainable resource management practices, enforcing regulations, promoting conservation, and supporting community-based environmental protection initiatives.

Invasive Alien Species

74. Notable invaders include Lantana (*Lantana camara*), which rapidly outcompetes native vegetation and forms dense thickets that inhibit plant growth and disrupt wildlife habitats. Mimosa (*Mimosa pigra*) aggressively overtakes wetlands and floodplains, displacing native plants and affecting the habitats of local wildlife, including fish and amphibians. Water Hyacinth (*Eichhornia crassipes*) quickly covers water bodies, blocking sunlight and reducing oxygen levels, which harms aquatic life, disrupts fishing, and impedes transportation. The Red Imported Fire Ant (*Solenopsis invicta*) threatens native insects, small animals, and humans, causing significant ecological and economic damage. Siamese Catfish (*Pangasianodon hypophthalmus*) and African Catfish (*Clarias gariepinus*), both introduced for aquaculture, outcompete native fish for resources, disrupting aquatic ecosystems and local fisheries. Managing these invasives involves monitoring their spread, implementing containment measures, and restoring affected ecosystems to mitigate their impacts. Spiked pepper (*Piper aduncum*), a shade intolerant, animal-dispersed Neotropical tree, is spreading in the interior of Kalimantan. Concerned that logging roads might be facilitating this spread⁴.

Pollution

75. Pollution in Kalimantan, particularly across Indonesia, Malaysia, and Brunei, severely impacts its ecosystems, including rainforests, rivers, and coastal areas. Major sources of pollution include air pollution from forest fires caused by illegal slash-and-burn practices, especially in Kalimantan, which produces harmful haze, and industrial emissions from mining and manufacturing. Water pollution arises from heavy metal contamination due to gold, coal, and tin mining, pesticide and fertilizer runoff from palm oil plantations, and plastic waste in rivers. Soil pollution results from deforestation and agricultural activities, degrading land quality with chemical use. Oil and gas operations also contribute to soil and water contamination through spills.

⁴ Padmanaba M, Sheil D. 2014. Spread of the Invasive Alien Species Piper Aduncum via Logging Roads in Borneo. Tropical Conservation Science 7 (1): 35-44. <https://doi.org/10.1177/194008291400700108>.

Climate change

76. Climate change profoundly impacts both forested and non-forested areas, disrupting ecosystems, biodiversity, and human activities. In forested regions, rising temperatures, unpredictable rainfall, and prolonged droughts increase the risk of wildfires, forest degradation, and habitat loss for dependent species, while reducing forests' ability to absorb carbon due to stressors like pest infestations and tree mortality. Non-forested areas face soil degradation, desertification, and greater exposure to extreme weather events like floods and heatwaves, leading to declines in agricultural productivity, food insecurity, and economic challenges. Coastal regions are particularly vulnerable to sea level rise, causing erosion, saltwater intrusion, and the loss of arable land. Both landscapes suffer biodiversity loss as species struggle to adapt, highlighting the need for conservation efforts that incorporate climate resilience for long-term sustainability.

C. Problems that the project sought to address: threats and barriers targeted

77. The Heart of Borneo (HoB) in Indonesia spans 16.8 million hectares, covering significant portions of three provinces—West Kalimantan, Central Kalimantan, and East Kalimantan. The combined population is approximately 13.7 million people, with about 6.6% living below the absolute poverty line.

78. Overall, the threats faced, particularly in forest areas within Converted Forest Area (HPK) and Non-state Owned Forest Area (APL) zones, include deforestation due to high development dynamics, especially in lowland areas, environmental degradation from unsustainable agriculture and development, pollution of water, air, and soil, loss of biodiversity, forest and land fires, and an increase in greenhouse gas emissions, which accelerates climate change, with details as follows:

- i. **Deforestation due to high development dynamics, especially in lowland areas**, including:
 - a. Deforestation in Kalimantan is initiated by logging of forest timber from both licensed and unlicensed concessions (such as in cases of illegal logging);
 - b. On the other hand, land clearing for settlements, establishment of new growth areas, and road infrastructure due to economic needs and population growth;
 - c. Many peatland areas are cleared for agriculture and plantations;
 - d. Opening of new mining areas, including in upstream river regions.
- ii. **Environmental degradation from unsustainable agriculture and development**, including:
 - a. Indonesia needs an additional approximately 10 million hectares of oil palm plantations;
 - b. In Kalimantan, oil palm plantations cover at least 3.56 million hectares, having expanded nearly 300 percent since 2000. Within the Heart of Borneo (HoB) landscape, there are 1.6 million hectares of palm oil concessions, including at least 830,000 hectares of active and/or newly allocated concessions in Kalimantan, with recent allocations concentrated in West and East Kalimantan.
 - c. Of the total 12.9 million hectares on peatland area, 5.3 million hectares are forested, 6.1 million hectares are designated as production areas, and 1.5 million hectares are degraded land, or land that has been logged in the past. It is estimated that 5.7 million hectares of peatland, including forested peatland, are currently designated for production purposes under various licenses known as APL (Non-state Owned Forest Areas), HP (production

forest), HPT (limited production forest), and HPK (forest conversion for timber). Development planning inadequately accounts for biodiversity conservation considerations.

- iii. **Water supply and pollution of water, air, and soil in HPK and APL areas, including:**
 - a. The quality of water supply, particularly clean water, is a major issue in much of Kalimantan, especially in lowland areas and those close to peatlands. During the dry season, communities often rely on rainfall for drinking water, as river water tends to be relatively turbid due to sedimentation from deforestation and land clearing upstream.
 - b. Air, soil and water quality in Kalimantan have deteriorated due to land and forest fires, water pollution from pesticides and fertilizers used in plantations, and industrial tree plantations affecting non-forest areas. Essential ecosystem services, in particular for water catchment area management, provided by protected areas are undervalued and not considered in local development planning.
- iv. **Loss of biodiversity and increase in greenhouse gas emissions, which accelerates climate change**
 - a. Kalimantan is experiencing a decline in species populations, including endangered and flagship ones like the Bornean orangutan, Bornean pygmy elephant, Bornean gibbon, Bornean rhino and proboscis monkey.
 - b. This habitat loss is compounded by illegal wildlife trade and human-wildlife conflicts, which further threaten local fauna.
 - c. In Kalimantan, environmental issues related to governance and land use planning have not been adequately developed, leading to policies and regulations that are based on unsustainable development and economic practices.
 - d. The expansion of oil palm plantations in HPK and APL leads to higher greenhouse gas emissions.

D. Project area and key sites

79. The KalFor project focuses on West Kalimantan, including Sintang and Ketapang Districts; Central Kalimantan, primarily Kotawaringin Barat District; and East Kalimantan, particularly Kutai Timur District. The total remaining forest area in HPK and APL within the three aforementioned provinces is approximately 16,38 million hectares (2,27 million ha for HPK and 14,12 million ha for APL), with strong stakeholder support in these areas.



Figure 5. Site of Heart of Borneo in Kalimantan Island as guide for KalFor Project

80. Some forested areas in HPK that may have been reclassified out of state forest status, as well as APL areas, have been identified across three provinces—West Kalimantan, Central Kalimantan, and East Kalimantan. The details of these areas by province and the intervention targets at the district level are as follows:

Tabel 6: Description of the key sites and its HPK and APL status

Province / Site	Description of Province	HPK and APL areas and the forest remaining in HPK and APL area at province level	the forest remaining in APL area at district level	Total Province area
West Kalimantan	<ul style="list-style-type: none"> West Kalimantan covers approximately 68% of this area being forested. West Kalimantan has a population of around 5.4 million people. Indigenous communities, including the Dayak, play a significant role in the province's cultural and social 	HPK: 184,320 ha APL: 6,441,650 ha ⁵ <u>Remaining forest:</u> HPK: 52,290 ha APL: 560,666 ha	61,726 ha in Sintang district and 106,507 ha in Ketapang district	14,600,000 ha

⁵ https://statistik.menlhk.go.id/sisklhx/data_statistik/pktt/table1_0

Tabel 6: Description of the key sites and its HPK and APL status				
Province / Site	Description of Province	HPK and APL areas and the forest remaining in HPK and APL area at province level	the forest remaining in APL area at district level	Total Province area
	<p>fabric.</p> <ul style="list-style-type: none"> home to a variety of plant species, including economically important trees like meranti, ebony, and rattan, as well as numerous orchids and medicinal plants. It supports a range of wildlife, such as the critically endangered Bornean orangutan, Pangolins, Helmeted hornbill, and Proboscis monkey. 			
Central Kalimantan	<ul style="list-style-type: none"> Central Kalimantan has approximately 7.8 million hectares of forested area. Central Kalimantan has a population of approximately 2.7 million people. The province is home to various indigenous groups, including the Dayak and also Melayu Banjar, who have traditional ties to the land and its natural resources. Notable plant species include various hardwoods such as meranti and kapur, as well as a variety of medicinal plants and orchids. It hosts the endangered Bornean orangutan, Bornean gibbon, Agile gibbon, and Proboscis monkey, which relies heavily on the province's remaining forested areas. The peat swamp forests in Central Kalimantan are particularly noteworthy for their role in carbon sequestration and support specialized flora and fauna adapted to wet, nutrient-poor soils. 	<p>HPK: 1,887,260 ha APL: 3,294,570 ha⁴</p> <p><u>Remaining forest:</u></p> <p>HPK: 444,270 ha APL: 246,989 ha</p>	18,058 ha in Kotawaringin Barat district	15,300,000 ha

Tabel 6: Description of the key sites and its HPK and APL status

Province / Site	Description of Province	HPK and APL areas and the forest remaining in HPK and APL area at province level	the forest remaining in APL area at district level	Total Province area
East Kalimantan	<ul style="list-style-type: none"> The province has about 5.2 million hectares of forested land. This includes various forest types, such as lowland rainforests, hill forests, and peat swamp forests. East Kalimantan has a population of approximately 3.8 million people. Various indigenous communities, including the Dayak and Melayu Banjar, living throughout the province. East Kalimantan's forests are home to a wide range of plant species, including tropical hardwoods such as dipterocarp trees, as well as various medicinal plants and orchids. The critically endangered Bornean orangutan, Bornean rhino, Clouded leopard, and Proboscis monkey, which relies on the region's forests for habitat. 	HPK: 194,130 ha APL: 4,383,020 ha ⁴ Remaining forest: HPK: 137,320 ha APL: 996,366 ha	161,374 ha in Kutai Timur district ⁶	12,900,000 ha
Total			347,665 ha	42,800,000 ha

Notes: Data from Project Document

E. Immediate and development objectives of the project

81. The KalFor project is an innovative initiative focused on forest management and land degradation restoration to promote sustainable and economically valuable forest governance for communities in This integrated initiative, while relatively new, offers significant benefits, particularly for local governments and communities, enabling them to develop alternative economic opportunities through forest management and environmental services.

82. The basis of this project is to preserve the Heart of Borneo (HoB) area as the core of the tropical rainforest, where parts of the region have experienced significant forest loss and conversion, particularly in HPK and APL. These areas have the potential to be developed as HCV-equivalent areas

⁶ <https://data.kutaitimurkab.go.id/dataset/peta-area-bernilai-konservasi-tinggi-ankt-kutum>

with higher protection status. The project spans three provinces and aims to strengthen governance within the Indonesian part of HoB. Its main goals are to secure government and community support for protecting the remaining forests, initiate High Conservation Value (HCV) areas within company concessions and community land, and promote a commitment to sustainable environmental management to mitigate the impacts of climate change.

83. The pressure to expand palm oil plantations is very strong in HPK and APL areas, and this type of plantation has proven to be damaging to nature, particularly biodiversity. Therefore, palm oil plantation management must be steered towards sustainability, meeting criteria for maintaining biodiversity within the High Conservation Value (HCV) areas that have been identified and managed within the plantations, aimed at achieving ISPO and RSPO certification. Additionally, social forestry has yet to fully recognize the significant potential for preserving biodiversity and managing environmental services within its framework.
84. The project **objective** is to maintain forested areas, including the biodiversity and ecosystem functions, of Kalimantan's lowland and montane areas in the face of growth and development of the estate crop sector. The project **aims** to create significant global benefits related to biodiversity conservation, sustainable land use and mitigation of GHG emission, particularly in the HoB. Systemic and institutional barriers to improved strategic plantations/commodities siting and plantation management will be addressed at the national, provincial and landscape levels, backed by incentives for making any plantation expansion policy compatible with green growth:

Component 1: Mainstreaming of forest ecosystem service and biodiversity considerations into national, provincial, and district policies and decision-making processes for forest area planning and management.

Outcome 1: Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decisions, and management actions at national and provincial (West, Central and East Kalimantan) levels. To achieve the results, the corresponding Outputs were:

- Output 1.1: Improved policy framework and capacities, particularly of the Directorate of Planologi within the Ministry of Environment and Forests (MoEF), along with the National Planning Authority and the National Land Board, to align national forest planning to Government environmental and biodiversity protection strategies by better protecting remaining forest within land released from (or subject to release from) the estate crop;
- Output 1.2: Establishment and operation of provincial forest and estate crops platforms covering West, Central and East Kalimantan and a multi-province Task Force covering the Heart of Borneo;
- Output 1.3: Forest safeguarding strategies and action plans covering the three participating provinces and HoB as a whole, designed to: (i) guide reclassification process to ensure optimized conservation and use of forest and non-forest land, respectively; (ii) avoid ecological fragmentation and sustain larger-scale carrying capacity, forest ecosystem services and resilience;
- Output 1.4: Reclassify priority forested lands from APL back to estate crop.

Component 2: Development and demonstration of strategies for integrating forest area planning, management and conservation with estate crop spatial planning and management across four

districts of Kalimantan (Ketapang, Sintang, Kota Waringin Barat, and Kutai Timur) and at target landscapes within those districts.

Outcome 2: Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop.

- Output 2.1: Establishment and operation of district-level forest & estate crop forums and landscape-level working groups to enable co-operative planning and decision making;
- Output 2.2: District-level policies and regulatory changes to ensure forest protection and careful planning of the estate crops sector;
- Output 2.3: Forest safeguarding plans for each of the four target districts, aimed at supporting priority landscapes—including connectivity between major forest blocks, mainstreaming of global biodiversity and carbon values, strengthened policies on reforestation and sustainable development of the estate crops sector—are adopted and implemented, with technical support for implementation under this output and financial incentives channeled via Component 3;
- Output 2.4: Strengthened capacities and willingness of district government, local communities and private (estate crops) sector to participate in decision making for land allocation, forest plantations, palm oil estate design and management and to implement / enforce enhanced national, provincial and district-level regulations, laws and relevant government programmes and plans.

Component 3: Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector

Outcome 3: Innovative ways of using financial incentives (and eliminating disincentives), designed to help reduce deforestation and forest fragmentation driven by estate crop development, have been demonstrated in target landscapes within four districts in Kalimantan.

- Output 3.1: Detailed quantitative analysis of economic, environmental and social benefits of forest conservation and related costs of forest loss in pilot districts / landscapes;
- Output 3.2: Current incentive (positive and negative) structure assessed and recommendations for change elaborated;
- Output 3.3: Incentive mechanism from diverse sources—potentially including REDD+ and a small grants programme based on RBP (Results Based Payment) principles with necessary upfront payments—designed and established;
- Output 3.4: Financial mechanism(s) tested in target landscapes, with technical cooperation support under component 2.

Component 4: Knowledge management and M&E

Outcome 4: Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia's estate crops sector.

- Output 4.1: Capture of lessons learned at multiple geographic levels (landscape, district, provincial, national) from systemic support and demonstration activities;

- Output 4.2: Thematic studies and other knowledge, awareness and communications materials produced and available for dissemination;
- Output 4.3: Training, capacity building and awareness raising to share knowledge and promote learning and uptake;
- Output 4.4: Project monitored and evaluated.

F. Expected results

85. Component 1 will integrate forest ecosystem services and biodiversity into national and provincial policies, enhancing forest area planning, allocation, and management. Activities are based on a thorough analysis of forest classification, land use, and concession processes, aiming to minimize forest destruction, particularly in HCV and HCS forests in Kalimantan. The project will collaborate with initiatives like C-IAP and InPOP to protect biodiversity and reduce emissions. It will also improve forest area delineation and coordination across ministries, using data to inform better land use and environmental protection decisions, fostering transparency and integrity in forest policy management.
86. Component 1 will also strengthen the policy framework and capacity of the Ministry of Environment and Forestry (MoEF), along with relevant ministries, for integrated decision-making in forest protection and estate crop development. It will enhance oversight of high-biodiversity, undeveloped leased areas and plantations, aligning forest planning with national priorities like biodiversity conservation, GHG reduction, sustainable palm oil initiatives (ISPO), and the plantation moratorium. The project will establish provincial platforms for coordinated action on sustainable commodity production, developing strategies to conserve high-priority biodiversity areas and improve land allocation decisions. These efforts will involve collaboration with multiple stakeholders, including government ministries and civil society organizations.
87. Component 2 will focus on four pilot districts, where intensive efforts will be made to demonstrate successful forest conservation and reduced deforestation through improved estate crop planning, management, and land use allocation. These landscape-level demonstrations will be supported by incentives from Component 3, aiming for global benefits like reduced carbon emissions and enhanced biological connectivity. Inter-sectoral dialogue forums will be established in each district to develop forest safeguarding action plans, contributing to provincial and HoB-level strategies. District plans will align with Indonesia's One Map policy and define target landscapes based on biodiversity importance and partnership opportunities.
88. For each selected landscape, working groups will be formed under the district forum to develop landscape-level actions, supported by technical and incentive-driven support (Component 3). These interventions will be monitored, and public-private partnerships will be encouraged, with lessons shared at district and provincial levels (Component 4). In collaboration with KLHK, the project will deliver support to implement landscape strategies and district plans, aiming to address stakeholder agreements, enhance local capacity, improve spatial data use, mainstream policies, and ensure environmental safeguards. Additionally, the project will involve the private sector in enhancing estate crop design, smallholder productivity, and biodiversity conservation.
89. Component 3 will develop incentive-based approaches to promote biodiversity-friendly land allocation and plantation design, encouraging the shift of agricultural production to unforested areas. It will build on Output 1.4 by addressing the challenges of short-term landscape decision-making for both government and communities. Efforts will be guided by a comprehensive understanding of the multiple benefits, including non-market values like carbon, biodiversity, and ecosystem services, gained from

HCVA, HCSA assessments, and other data from Components 1 and 2. This will inform shifts in incentives, both positive and negative, such as fiscal and financing measures, production incentives, and demand-side actions.

90. Based on the analysis, the project will create an incentive mechanism to encourage forest conservation by addressing key areas of the current incentive structure. This will include changes to the fiscal transfer system for better land use and conservation, linking oil palm practices to credit and tax incentives, improving smallholder yields with spatial expansion constraints, and connecting certification standards to fiscal incentives. The project will also support performance-based incentives at national and local levels, including using REDD+ funds and PES-style arrangements, with a focus on sustainable land management practices at the provincial and district levels.
91. Component 4 will focus on capturing and converting the lessons learned from the project into actionable knowledge, particularly for stakeholders influencing sustainable, reduced-deforestation estate crop development. Key themes will include engaging governments, aligning policies with deforestation reduction, collaborating with the private sector, integrating gender and resilience, and linking outcomes to REDD+ efforts. Analytical studies, policy briefs, and communication materials, such as videos and brochures, will share findings and raise awareness. Knowledge dissemination will occur through provincial platforms, supporting training and replication of successful practices.

G. Main stakeholders

92. The Project Document contains a detailed stakeholder analysis with stakeholders, and their roles and involvement in the Project. This assessment has been augmented and summarized in Table 15 (Actual Stakeholder Participation and Partnership Arrangements).

H. Theory of Change

93. The figure on the following page (Figure 7) taken from the ProDoc, The barriers illustrated in the KalFor Theory of Change (ToC) are as follows (see Annex K for logic model analysis):
- a) Weak Transparency and Integrity in Forest Policy for HCV Areas: Limited transparency and integrity in forest policy and land allocation hinder HCV protection, leading to biased decisions favoring short-term gains over environmental sustainability.
 - b) District Governments' Capacity and Commitment to Forest Safeguarding: The success of forest safeguarding plans depends on district governments' resources, training, and commitment, which are often constrained by competing local priorities.
 - c) Palm Oil's Role in Employment Creation: Palm oil production generates millions of jobs, supporting rural development and poverty reduction, making it vital to Indonesia's economy.
 - d) Lack of Mechanisms for Disseminating Lessons and Raising Awareness in Estate Crops: Gaps in sharing best practices limit sustainable practices and stakeholder awareness of environmental and social impacts in the estate crops sector.
94. The Theory of Change (ToC) for this project is clear and comprehensive, addressing the main challenges posed by the rapid expansion of palm oil production in Indonesia. The primary issue identified is the conflict between expanding palm oil plantations and protecting forests, which is worsened by inaccurate land classifications. A major challenge is that much of the land suitable for sustainable palm oil production is unavailable due to outdated land classifications. Meanwhile,

significant areas of Indonesia's vital forests and peatlands are being cleared for plantations, causing environmental damage and social conflicts. The root causes are poor land-use planning, lack of coordination between government agencies, and inaccurate or missing data on land suitability.

95. The project aims to balance economic growth through sustainable palm oil production with the protection of important ecosystems such as forests and peatlands in HPK and APL areas. This will be achieved by improving land-use planning, strengthening regulations, and promoting sustainable practices. The project supports the Indonesian government's goal of increasing palm oil production without causing deforestation or social conflicts. Its focus will be on identifying and protecting critical areas, particularly in Kalimantan, which are ecologically valuable but threatened by unsustainable plantation expansion. Additionally, the project will work to improve policies at both national and local levels to promote better forest governance and sustainable land-use practices.
96. Key challenges to achieving these goals include complex land-use classifications, poor spatial planning, and gaps in data regarding high-conservation-value areas. However, the project sees opportunities in ongoing efforts such as the REDD+ strategy and the ISPO certification system, which support sustainable palm oil production. To overcome these challenges, the project will develop solutions such as land suitability and risk mapping, helping to identify areas suitable for palm oil production while protecting critical conservation areas. This will ensure better decision-making, ensuring that new plantations are established on degraded or non-forest lands, avoiding damage to ecologically sensitive areas.
97. To tackle these challenges, the project will take several strategic actions. First, it will improve forest protection in non-forest and convertible forest areas through better land-use planning and forest conservation efforts. Multi-stakeholder platforms will be set up at the provincial and district levels to foster dialogue and coordination between government, the private sector, and local communities. These platforms will focus on identifying priority areas for forest protection and developing policies that encourage sustainable land use. Additionally, the project will support capacity-building in key government institutions to enhance the enforcement of environmental regulations, ensuring better protection for forests.
98. The Theory of Change for this project provides a clear strategy to address the complex issues surrounding palm oil production and forest protection in Kalimantan. In the course of the project's implementation, and based on stakeholder agreements, particularly with local governments, the scope of commodities will not be limited to palm oil, but will also include other plantation areas such as agriculture, agroforestry, and rubber. This aims to broaden the positive impact on forest protection across various types of plantations or lands in the HPK and APL areas.

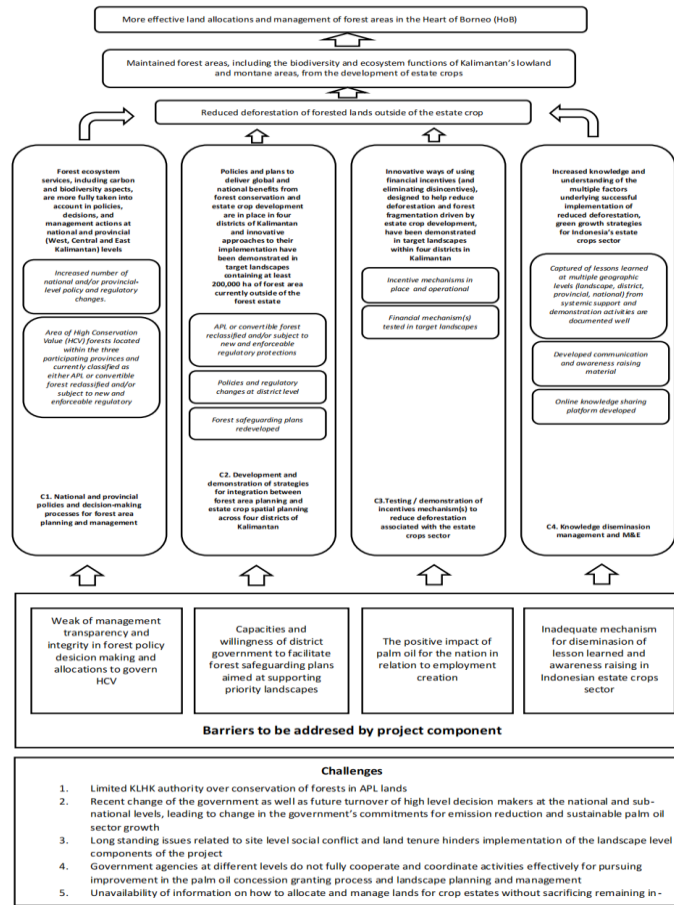


Figure 6. Theory of Change Diagram for the Project

IV. FINDINGS

A. Project Design / Formulation

Analysis of Results Framework: project logic and strategy, indicators

Project Logic and Strategy

99. Overall, the design and strategy established within this project are clear, integrated, and highly robust in promoting sustainable land governance, particularly in convertible forest status (HPK) and non-forest areas (APL) to strengthen the Heart of Borneo (HoB) landscape and enhance the management value of plantations, especially sustainable palm oil plantations in Kalimantan. This initiative is conceptually innovative, as forest governance has traditionally been focused on forested areas. The initiative in non-forest areas, namely APL, aims to foster the integration of forestry management with various stakeholders, particularly the plantation and agriculture agencies, as well as institutions responsible for infrastructure and settlement management.

100. The design of this project is based on the massive activities of plantation operations by both

companies and communities in particularly palm oil plantation, especially in non-forest areas as part of the HoB and its buffer zones. HoB is an initiative aimed at preserving the forests of Kalimantan from natural damage caused by human activities, which leads to widespread deforestation in the HoB area and its surroundings, thereby disrupting the traditional order of communities, increasing negative environmental impacts, erasing biodiversity, and giving Indonesia a negative image in the eyes of market actors, particularly those involved in plantation commodities, which in turn lowers or rejects the market value of these commodities.

101. This project design is ambitious yet has specific targets, focusing on palm oil plantation groups in forested areas with HPK status or APL zones to help the country protect forests outside designated forest areas or existing conservation zones. Conceptually and strategically, the design expects all stakeholders in APL areas to implement sustainable plantation practices that support land protection, particularly the remaining forests in Kalimantan. The protection status and boundary delineation of forested areas in these zones, including for HCVA (High Conservation Value Areas) and HCSA (High Carbon Stock Areas) purposes, are expected to be mandatory, making regulatory strength a key aspect of the project. Sustainable plantation practices are expected to be adopted by both plantation companies and smallholders, in line with government schemes for HCV and HCS areas, and following the ISPO (Indonesian Sustainable Palm Oil) and InPOP working group model. This project emphasizes collaboration and coordination through the Ministry of Environment and Forestry (KLHK), the Ministry of Agriculture, and participation in relevant forums.
102. However, in reality, landscapes are not only built around palm oil plantations but also include various other plantations or agricultural areas developed by companies and communities in Kalimantan, such as rubber, cocoa, coffee, and other agriculture. Therefore, at the implementation scale, it seems that local governments, as authorities, are encouraging the project to be multifunctional for provinces, districts, and village levels. In this context, the strategy for delineating remaining forests in HPK and APL areas is based on existing forests, including peatland areas, existing initiatives by local governments for delineating HCV and HCS zones, and agreements among stakeholders, particularly local communities (including indigenous communities) within the landscape mosaic. Consequently, the incentive mechanism approach is not limited to palm oil plantations but also includes initiatives within communities that have or wish to implement land-use management and protection of remaining forests in their areas, with an emphasis on collaboration through the development of public-private partnerships or as per local government guidelines.
103. Throughout the project's duration up to its final year, implementation has been carried out exceptionally well, with overall performance exceeding expectations. Several activities went beyond initial expectations, positioning this project as one of the best. The implementation was conducted sequentially with a clear and systematic approach. Key processes included the establishment of Free, Prior, and Informed Consent (FPIC), program alignment between the KalFor project and local government, which enhanced local government ownership. Additionally, the approach fostered strong collaboration among stakeholders, including the Project Management Unit (PMU), regional facilitators, focal points, and the establishment and development of working groups.
104. The project has a specific gender objective under Outcome 4⁷, particularly focusing on best practices in sustainable forest and natural resource management, as well as the role of the private sector in supporting gender-related activities. Disability inclusion, an equally important issue highlighted during interviews conducted by the TE Consultant, was not explicitly reflected in the project

⁷ Project Document, page 32

design. However, in its implementation, gender involvement was relatively significant, with participation from PMU and its officials, facilitators, women's and disability groups at the village level, women-led CSOs, and young entrepreneurs.

105. In the project's logic and strategy, several key points have emerged from field observations and interviews, indicating important changes from the original design that turned out to be both timely and powerful for the project:

- The project began by addressing the governance gap in APL areas, which had not been sufficiently incorporated into provincial and district policies, except for those related to customary or village forests, which local governments may have already identified.
- A challenge arose due to the lack of authority of implementing bodies like PKTL and the Forestry and Environment Office (DLHK) over APL areas. This posed difficulties for the project's implementation and its ability to initiate and carry out activities effectively.
- The solution was through coordination and collaboration among stakeholders, particularly government officials from various directorates at the provincial and district levels. This process took time, beginning with socialization and engagement with local governments, encouraging them to serve as focal points to accelerate the project, and forming working groups at the local level.
- There is limited initiative in HPK areas due to the sensitivity of intervening in sustainable plantation management. This is because the operational status is often considered illegal, as it is located in forested areas not suitable for plantation use. Alternatively, the focus is shifted towards adjusting the management strategy to involve forest commodities or fully delineating the area as a High Conservation Value Area (HCVA).
- The project proved to be both accommodative and adaptive, connecting with existing initiatives and programs at the local government level. According to interviews, nearly all respondents noted that the project filled significant gaps that should have been addressed by the government, but were not due to funding and human resource constraints.
- Adaptive management, especially in relation to local government and village policies, has accelerated the project and increased its level of ownership among stakeholders.
- The project was highly effective in fostering collaboration with universities, with a structured process that supported the development of regulations at the local government level. Universities were involved as academic researchers, providing scientific studies that served as essential information for local leaders to establish regulations, particularly related to land use planning.
- At the CSO (or NGO⁸) level, collaboration was particularly effective in promoting capacity building, which was a crucial factor in enhancing the community's economy, especially regarding environmental services and Non-Timber Forest Products (NTFP). Many beneficiaries were smallholder farmers, strengthening the project's impact on sustainable livelihoods.

Indicators

Objective:	maintaining forest areas, including the biodiversity and ecosystem functions of Kalimantan's lowland and montane areas, from the development of estate crops
Indicators:	<ul style="list-style-type: none"> • Total area of HCV equivalent forest within Kalimantan portions of HoB identified, mapped and with significantly enhanced legal protection due to: (1) reclassification from APL to permanent forest; (ii) removal from convertible forest category or (iii) other legal protections (e.g. within plantation set aside rules, KEE

⁸ <https://www.undp.org/sites/g/files/zskgke326/files/migration/cn/UNDP-CH03-Annexes.pdf>

	implementation etc. <ul style="list-style-type: none"> • Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. • Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste.
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106. From the overall project in the ProDoc, a total of 14 indicators were identified: 3 at the Objective level, 2 under Outcome 1, 6 for Outcome 2, 1 for Outcome 3, and 2 for Outcome 4. Based on the MTR recommendations regarding the revision of indicators and targets in the Results Framework, it appears that no changes were made to the indicators and targets throughout the project duration. This includes the objective-level indicators and those under Outcomes 1, 2, 3, and 4. Concerns about the underachievement of Outcome 3 were addressed through the development of incentive mechanism designs and the implementation of four incentive mechanism models via:

- Governor Regulation of East Kalimantan No. 33/2021 on GHG Reduction Benefit Sharing Mechanism,
- Governor Decision of Central Kalimantan No. 40/2023 on the Implementation of Strategic Activities Funded by Profit Sharing Funds,
- Governor Decision of East Kalimantan No. 100.3.3.1/K.825/2023 on Land-Based GHG Beneficiaries,
- Regent Regulation of Kotawaringin Barat No. 19/2021 on the Implementation of Environment and Forestry-Based District Budget Allocations.

107. Regarding the objective indicators, these consist of three components: the identification of HCVA in the HoB area, which is then classified, particularly in APL areas, with the aim of transitioning them into permanent forests; the development of partnership mechanisms for the protection of forest areas in identified and classified APL; and the implementation of sustainable protection and management practices that provide social and economic benefits to communities through the development of livelihood systems.

108. Table 7 below presents a critical analysis of the project’s results framework, assessing how SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound) the indicators and end-of-project targets are. The analysis in this table addresses the indicators in the final results framework, as reported against in the 2024 PIR and included in the 2024 AWP.

✓ Meets criterion

✗ Does not meet criterion

? Ambiguity or clarification needed

Table 7: SMART Analysis of the Objective-Level Indicator						
Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
Total area of HCV equivalent forest* within Kalimantan portions of HoB identified, mapped and with significantly enhanced legal protection due to: (1) reclassification from APL to permanent forest; (ii) removal from convertible forest category or (iii) other legal protections	Increase from baseline of 500,000 ha of HCV-equivalent forest	✓	✓	✓	✓	✓

(e.g. within plantation set aside rules, KEE implementation etc. *Baseline estimate to emerge from mapping exercise during year 1 and 2						
Number of new partnership mechanisms* with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. Baseline estimate 0 provincial forest and estate crops platforms and 0 multi-province Task Forces.	At least 30 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue through 3 provincial platforms and 1 multi-province Task Force.	✓	✓	✓	✓	✓
Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste. Baseline estimate 0 additional people	2,000 people from local communities and including forest dependent peoples, benefitting from strengthened livelihoods due to improved systems for protection of ecosystem services (green goods and services') coming from conserved APL and convertible forest areas.	✗	✓	✓	✓	✓

109. On the first indicator at the objective level, the initial target of mapping and achieving legal protection was highly ambitious. However, by the MTR, evidence existed for draft commitments to conserve 278,144 hectares of APL forest. There was potential to reach 668,746 hectares through forest community ownership, along with the number and percentage of HCVA that could be conserved through private sector initiatives and FCPF incentives⁹. By the end of the project, the total recommended and agreed HCV areas, as per provincial and district regulations, amounted to 570,649 hectares as of February 2024, with an additional 99,832 hectares for non-HCVF areas. Therefore, the total APL forest area legally protected, primarily through local government regulations, reached 670,480 hectares¹⁰. In terms of specific targets, achievements, feasibility, and timelines, the project significantly succeeded.

110. On the second indicator at this objective level, the project significantly exceeded its target. Initially, the goal was to engage 30 institutions through three collaborative platforms at the provincial level and one cross-provincial task force. However, the project went beyond expectations, involving 390 institutions, including local governments, universities, private sector entities, business associations, state-owned enterprises, CSOs, individual experts, and community organizations. These institutions participated in eight forums at the provincial and district levels across three provinces (West Kalimantan, Central Kalimantan, and East Kalimantan). Additionally, two cross-provincial task forces were established, involving seven focal points at the provincial and district levels. The project also

⁹ MTR Documents page 16

¹⁰ KalFor Achievement up to 2024 document page 6

facilitated the appointment of a Cross-BPKHTL Coordination Team across Kalimantan through the Ministry of Environment and Forestry (MOEF) decree, SK Dir IPSDH No. SK.16-IPSDH-JIGLHK-PLA.1-10-2023.

111. On the third indicator at this objective level, communities have benefited from the management and development of livelihood systems in their areas through sustainable natural resource governance, including the development of ecosystem services derived from protected areas within APL forests. According to the MTR, based on household size estimates, the total number of community members who could benefit from livelihood activities in the future was projected at 913 people. During the mid-term, income-generating schemes had not yet yielded significant income. This mid-term target was somewhat unrealistic, as establishing multiple alternative livelihood schemes typically requires more time. By the end of the project period, 8,561 people had received benefits through activities implemented by KalFor. However, these benefits were not specifically tied to the development of livelihood systems, suggesting that the project’s specific target for this indicator did not fully align with its intended criteria.

Component 1	Mainstreaming of forest ecosystem service and biodiversity considerations into national and provincial policies and decision-making processes for forest area planning and management
Outcome 1	Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decision, and management actions at national and provincial (west, Central and East Kalimantan) levels
Indicators:	<ul style="list-style-type: none"> • Number of national and/or provincial-level policy and regulatory changes. • Area of High Conservation Value (HCV) forests located within the three participating provinces and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections.

112. The indicators in Component 1 of this project focused on policies and regulations in the planning and designation processes of forest status. In several HPK and APL areas, regulatory changes were expected, shifting from optimal land use to protection, especially for remaining forests. HCV areas were also protected through government regulations, which were accepted and agreed upon by plantation stakeholders, including private sector actors and smallholder communities.

✓ Meets criterion

✗ Does not meet criterion

? Ambiguity or clarification needed

Table 8: SMART Analysis of Outcome 1 Indicators

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
Number of national and/or provincial-level policy and regulatory changes. Baseline estimate 0 policy and regulatory priorities realized	At least 6 changes, including: (1) rules regarding oversight of high biodiversity multiple-use forest landscapes, (2) national and provincial concession-granting processes, (3) regulations governing land classification, including “abandoned lands” regulations, (4) establishment of a mechanism to promote / incentivize	✗	✓	✓	✓	✓

	use of degraded lands by estate crops sector.					
Area of High Conservation Value (HCV) forests located within the three participating provinces and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections. Baseline estimate Forested APL, including HCV areas, has few enforceable or enforced legal or regulatory protections and is therefore subject to high level of conversion.	At least 250,000 ha of HCV currently categorized as APL or convertible forest is either reclassified as permanent estate crop or subject to new and enforceable regulatory protections as forested APL. Areas to be prioritized based on factors including ongoing provision of critical ecosystem services and related risk of environmental damages (peat fires, etc.).	✓	✓	✓	✓	✓

113. For the first indicator under Component 1 and Outcome 1, the target was to develop 6 regulations related to the management of multi-use forest landscapes, concession licensing processes, “abandoned land” regulations, and incentive mechanisms in crop sectors. Through the KalFor project’s involvement in facilitating and contributing to discussions for academic and technical studies, 21 regulations were signed at the national and provincial levels, with 4 additional regulations drafted. The code “✗” in this section refers to an indicator that lacks specific targets for the development and strengthening of forest status in HPK and APL. However, the regulations targeted under this indicator indirectly contribute to reinforcing the status of multiple-use forests within these areas.

114. On the second indicator under Component 1 and Outcome 1, KalFor has facilitated regulations to protect forests in APL within the HCVF areas, resulting in a total of 570,649 hectares of forest across three provinces being protected—far exceeding the final target of 250,000 hectares. According to the MTR report, clear commitments have been made to conserve 104,782 hectares of APL forest. This figure is expected to increase, as an additional 417,507 hectares in East Kalimantan are part of the FCPF incentive-payment program. Detailed information on the HCVF areas formalized through government regulations is provided in the PIR document. Overall, the SMART criteria in this indicator are met, falling into the categories of being specific, achievable, realistic, and time-bound.

Component 2	Development and demonstration of strategies for integrating forest area planning, management and conservation with estate crop spatial planning and management across four districts of Kalimantan (Ketapang, Sintang, Kota Waringin Barat, and Kutai Timur) and at target landscapes within those districts.
Outcome 2	Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop.
Indicators	<ul style="list-style-type: none"> • Tons of CO₂e emissions avoided within the three Kalimantan provinces • Area of High Conservation Value (HCV) forests located within the four demonstration landscapes and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections. • Local institution capacity (Note: Baselines and targets to be determined during

	<p>year 1)</p> <ul style="list-style-type: none"> • No. of district-level forest safeguarding plans approved and endorsed by key stakeholders • Number of policies and regulatory changes at district level • Percentage of forested lands within the pilot districts currently classified as either APL or convertible forest that has been reclassified to an enhanced protective status
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✓ Meets criterion

✗ Does not meet criterion

? Ambiguity or clarification needed

Table 9: SMART Analysis of Outcome 2 Indicators						
Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
<p>Tons of CO₂e emissions avoided within the three Kalimantan provinces</p> <p>Baseline estimate 0 additional tons of CO₂e avoided</p>	<p>24.16 million tons CO₂e emissions projected to be avoided through landscape-level demonstrations</p>	✓	✓	✓	✓	✓
<p>Area of High Conservation Value (HCV) forests located within the four demonstration landscapes and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections.</p> <p>Baseline estimate Forested APL, including HCV areas, has few enforceable or enforced legal or regulatory protections and is therefore subject to high levels of conversion</p>	<p>At least 30,000 ha of HCV currently categorized as APL or convertible forest is either reclassified as permanent estate crop or subject to new and enforceable regulatory protections as forested APL. Areas to be prioritized based on factors including ongoing provision of critical ecosystem services and related risk of environmental damages peat fires, etc.).</p>	✓	✓	✓	✓	✓
<p>Local institution capacity (Note: Baselines and targets to be determined during year 1)</p> <p>Baseline are Ketapang KPH: # Sintang KPH: # Kota Waringin Barat KPH: # Kutai Timur KPH: #</p>	<p>Ketapang KPH: # Sintang KPH: # Kota Waringin Barat KPH: # Kutai Timur KPH: #</p>	✓	✗	✓	✓	✓
<p>No. of district-level forest safeguarding plans approved and endorsed by key stakeholders</p> <p>There is no baseline</p>	<p>Plans covering an estimated 3.7 million ha of forest, 416,000 ha of which are currently outside of the estate crop.</p>	✓	✓	✗	✗	✓

Number of policies and regulatory changes at district level	At least 8 revised policies and regulatory changes at district level	✓	✓	✓	✓	✓
Baseline estimate 0 policies and regulatory changes at district level						
Percentage of forested lands within the pilot districts currently classified as either APL or convertible forest that has been reclassified to an enhanced protective status	25% of selected forest areas currently classified as either APL or convertible forest to be reclassified as permanent estate crop, with a corresponding shift of non-forested, lower priority areas out of the estate crop, as appropriate. Chosen according to factors including ongoing provision of critical ecosystem services and related risk of environmental damages (peat fires, etc.).	✓	✓	✓	✓	✓
Baseline estimate Approximately 416,000 ha of forested APL and forested convertible forest in four pilot districts						

115. The first indicator under Component 2 and Outcome 2 relates to the amount of CO₂ emissions avoided through the protection of HCVA in APL. According to the 1st PIR report, 277,200 tons of CO₂ emissions were avoided in the project’s first year due to initial forest protection efforts in APL. By the project’s end, this figure had significantly increased, with 51.5 million tons of CO₂e emissions successfully avoided across 141,779 hectares of strengthened forest in APL. This includes community-driven initiatives that led to the issuance of Sintang Regency Regulation No. 122/2021 (Rimba Gupung), which formalizes the designation of forests in non-permit APL areas as ecotourism zones or customary forests, as well as proposals with legal backing at the village level. In total, there is a potential to avoid 71.5 million tons of CO₂e emissions across 197,152 hectares, contingent on the full implementation of the Rimba Gupung regulation.

116. The second indicator under Component 2 and Outcome 2 targets the protection or reclassification of at least 30,000 hectares of HCV currently categorized as APL or convertible forest as either permanent estate crop or subject to new enforceable regulations. According to the MTR report, there was evidence of commitments to conserve 166,480 hectares at the district level, with an additional 244,484 hectares potentially conserved, although at least 107,000 hectares could not be definitively classified as forested APL. By the end of the project, 131,899 hectares of HCVF were protected through various regulations facilitated by the KalFor project (details of these regulations are documented in the PIR report). In terms of SMART criteria, the indicator meets the requirements of being specific, reasonable, realistic, and achievable within the project timeframe.

117. The third indicator under Component 2 and Outcome 2 lacks a direct metric related to local institutional capacity (code). In this context, commitments could be built around two measurable options: either the number of institutions benefiting from capacity-building initiatives or the enhancement of knowledge and skills among personnel within those institutions. Over six years of KalFor implementation, collaboration involved nine FMUs playing key roles in protecting forests within HPK and APL. Notably, KalFor provided capacity building to six of these FMUs, equipping them with basic and advanced GIS skills, a milestone achieved during the mid-term period¹¹.

¹¹ MTR document page 21

118. The fourth indicator under Component 2 and Outcome 2 was developed during the project design phase and is highly difficult to achieve in terms of its relevance, realism, and reasonableness due to its broad scope, which may impact the achievability of the project. Several underlying reasons for this are:

- The target of removing plantation areas and converting them into forest areas, particularly in APL, through spatial planning revisions regulated by multi-stakeholders at the central level (Ministry of ATR, Bappenas) and governors, despite the fact that spatial planning revisions are carried out periodically at the provincial level (East Kutai Regency has revised the RTRW (Spatial Planning) using baseline data from 2018, which will protect 161,374 hectares of forested APL (State Forest Area). The HCVA (High Conservation Value Area) within the company, committed by the Regent, is 75,238 hectares, so the non-estate crop area committed is 86,135 hectares. The process is still ongoing to this day.
- Realistically, the procedure for determining forest status does not require converting plantation areas into forest areas, as HCVA and HCSA within plantation concessions including peat land areas are delineated without removing those areas from plantation concessions. However, the private sector can still implement forest protection within their plantation areas.
- The establishment of biodiversity conservation corridors, such as KEE, generally does not change the status of plantation areas into forest areas.
- Some opportunities to achieve the target in this indicator have been demonstrated through initiatives such as Rimba Gupung (35,650 hectares have been designated through the Regent Decree of Sintang No. 112/2021), the designation of customary forests or village forests that are then legalized (although in some cases, village or customary forests may fall within plantation concessions, creating status disputes), and the designation of "abandoned areas" that currently lack land status or are being converted into plantations to be included in forest areas.

Nonetheless, the project's achievement claim that "the total cumulative Forest Area Protected by Law (APL) across three provinces has reached 665,871 hectares" has not yet clarified whether the status of areas outside plantation zones is fully clear and unambiguous.

119. In the fifth indicator under Component 2 and Outcome 2, the achievement appears realistic and measurable in the context of regulations at the district level. By the end of the project, KalFor has produced 31 policies and regulatory changes at the district level. These policies and regulatory adjustments are aimed at enhancing sustainable forest management practices, improving conservation efforts, and promoting biodiversity protection within the region. Each policy and regulatory change likely addresses specific challenges or opportunities identified through KalFor's initiatives, contributing to broader environmental and social objectives across the affected districts. This represents a significant increase from the 6 policies and regulations initiated at the district level, as recorded in the MTR document¹².

120. In the sixth indicator of Component 2 and Outcome 2, based on the baseline of the 4 pilot districts, 25% of approximately 416,000 hectares of forested APL and forested convertible forest is targeted for legal protection through regulations at the provincial, district, and village levels, including the institutionalization of community-led protection efforts. KalFor facilitated the regulation process for forests within the protected forest area (APL), covering a total of 142,732 hectares across various administrative levels, from provincial governors to village regulations. The indicator was designed to meet SMART criteria in the project design. In practice, decisions on forest protection in APL, including

¹² MTR document page 21

the establishment of community institutions for this initiative, have been made at the provincial through to village levels.

Component 3	Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector
Outcome 3	Sustainable financing for biodiversity management in priority landscapes
Indicator	<ul style="list-style-type: none"> Incentive mechanisms in place and operational - to drive changes that significantly reduce the longterm threat or actual incidence of estate-crop driven deforestation

✓ Meets criterion

✗ Does not meet criterion

? Ambiguity or clarification needed

Table 10: SMART Analysis of Outcome 3 Indicators

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
Incentive mechanisms in place and operational - to drive changes that significantly reduce the long - term threat or actual incidence of estate-crop driven deforestation	At least four documented examples of incentive payments being used. Together involving at least \$5 million in incentives and 50,000 ha in avoided deforestation and significant changes in landscape biodiversity health index due to reduced fragmentation, both compared with baselines to be determined in Year 1.	✓	✗	✓	✓	✓
Baseline estimate few if any proven schemes in place						

121. The following observations are made where an “x” has been noted in the SMART grid in Table 10 since the baseline was not measurable (a shortcoming of the project design), the MTR noted that this initiative was overly ambitious¹³. The incentive mechanism shifted from its initial focus on sustainable palm oil management—where incentives were provided to the private sector or smallholders implementing best practices—toward a more realistic approach involving all stakeholders engaged in forest protection and management in APL. This project has positively impacted local governments and communities through incentive mechanisms calculated based on the tangible and intangible benefits of forest protection in APL areas. KalFor developed a framework for valuing these incentives using the economic valuation of forests within APL. Expert facilitation supported discussions on forest management incentives using environmental economic instruments (PP No. 41 of 2014). By the end of the project, at least four documented examples of incentive payments were recorded, including contributions from the private sector in palm oil plantations and coal mining. Through LVGA, KalFor assisted three villages in each district to develop incentives by enhancing their economic potential beyond palm oil. Incentives facilitated by KalFor amounted to USD 5.3 million, achieved through the implementation of Ecological Fiscal Transfer (EFT), district budget allocations based on environmental and forestry criteria, and land-based GHG beneficiary programs.

Component 4	Knowledge management and M&E
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¹³ MTR document page 2

Outcome 4	Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia’s estate crops sector.
Indicators	<ul style="list-style-type: none"> • Technical understanding of level of jurisdictional readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions. • Documented examples of specific lessons shared and applied in other sub-national and national situations

✓ Meets criterion

✗ Does not meet criterion

? Ambiguity or clarification needed

Table 11: SMART Analysis of Outcome 3 Indicators

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
Technical understanding of level of jurisdictional readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions. Baseline capacity assessment using the scorecard methodology developed by the commodities	End of Project Target 4.1. Increase vs. baseline readiness assessment (amount TBD)	✓	✓	✓	✓	✓
Documented examples of specific lessons shared and applied in other sub-national and national situations Baseline estimate 0 examples	7 examples applied	✓	✓	✓	✓	✓

122. The first Indicator under Component 4 and Outcome 4 focuses on measuring the capacity improvement of multiple stakeholders. KalFor utilized the UNDP Scorecard to assess this progress. The capacity development evaluation, which included both qualitative and quantitative data from four districts, was completed and presented during the Project Board Meeting on December 6, 2022. The assessment was conducted across three periods—2018, 2020, and 2022—all of which showed a consistent improvement in performance and capacity. The methodology for assessing the average Stakeholder Capacity Development Rating from District to National level is as follows:

- Based on the UNDP Score Card (Consisting of 5 Capacities & 15 Indicators)
- Capacity for engagement (3 indicators), Capacity to generate, access and use information and knowledge (5 indicators), Capacity for developing strategies, policies and regulations (3 indicators), Capacity for management and implementation (2 indicators), Capacity to monitor and evaluate (2 indicators)

123. The second indicator under Component 4 and Objective 4 relates to the sharing of lessons learned

from various initiatives. The process of sharing began after the mid-term period (MTR noted that KalFor had not yet started sharing its lessons with other districts to catalyze change). By the project's end, significant lessons had been shared, particularly through the development of a robust knowledge management system. This included E-Online, System Health, Online Surveys, Program Information, Situation Room, Simple-K, Gender Information at the Directorate General of PKTL, and Data Visualization tools.

124. In addition to building knowledge and capacity, the project shared successful experiences, supporting other UNDP projects through KalFor's expertise. Visual dissemination was achieved through the publication of various books, including a Knowledge Management Book on Forestry Geospatial Data and Information, and videos highlighting five gender champions and gender mainstreaming.

Risks and Assumptions

Risks

125. The Project Document identified 9 project risks and associated mitigation measures. Table 12 provides an assessment by the TE consultant team of this risk analysis at project closure.

Table 12: Assessment of the Risk Analysis in the Project Document

Risk Description	Risk Rating (Probability / Impact)	Evaluation Comments																																											
<p>The unsustainable and illegal exploitation of natural forests, along with rapid land conversion, threatens the integrity of the remaining forests in HPK and APL. This, in turn, influences local government policies, particularly in the determination of forest protection measures within these areas:</p> <p>The rapid rate of deforestation and land conversion occurs in almost all forest areas in Indonesia, especially in HPK and APL, due to its convertible status and potential for individual ownership. This swift deforestation degrades the quality of remaining forest areas, including those delineated as HCVA or HCSA, reducing their ecological value and benefits. Consequently, protection and rehabilitation efforts require significant resources. Land conversion further complicates the issue, as deforestation from land clearing and changes in ownership or permits within APL create challenges for implementing policies aimed at strengthening forest protection in these areas.</p>	<p>Unlikely / High</p> <table border="1"> <thead> <tr> <th colspan="2" rowspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th>Critical</th> <th>High</th> <th>Medium</th> <th>Low</th> <th>Negligible</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>Certain / Imminent</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>Very Likely</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>Likely</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>Moderately Likely</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>Unlikely</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk.</td> </tr> </tbody> </table>			Impact					Critical	High	Medium	Low	Negligible	Likelihood	Certain / Imminent	Critical	Critical	High	Medium	Low	Very Likely	Critical	High	High	Medium	Low	Likely	High	High	Medium	Low	Negligible	Moderately Likely	Medium	Medium	Low	Low	Negligible	Unlikely	Low	Low	Negligible	Negligible	Considered to pose no discernible risk.	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>The TE consultant views this project as a catalyst or accelerator for preventive efforts against unsustainable exploitation and illegal activities related to forests and land conversion. For local governments, particularly those outside the forestry sector, the idea or innovation of forest management within APL areas is seen as a target to be achieved, as it relates to forest-based community economic development. Based on interviews with local governments in West Kalimantan, Central Kalimantan, and East Kalimantan, it was found that they have identified and analyzed remaining forest areas or HCV areas in their regions, and KalFor has contributed significantly to accelerating this process at the provincial and district levels. The national moratorium on forest clearing, based on Presidential Instruction No. 10 of 2011, has been instrumental in halting the circulation of illegal timber, deforestation, and land conversion, including the suspension of company concession licenses and smallholder permits, even in APL areas.</p>
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<p>The initiation of forest delineation in APL is hindered by long-standing disputes related to land overlaps, including between company concessions and communities, social conflicts, and land tenure status:</p> <p>Several land dispute cases have occurred due to overlapping ownership and management, involving conflicts between forestry agencies and communities, government agencies regarding mining permits, inter-governmental disputes, or between local governments and the private sector with communities. Land conflicts can hinder the delineation and implementation of forest protection and management in APL areas, as they involve differences in land status between the conflicting parties.</p>	<p>Moderately Likely / High</p> <table border="1" data-bbox="570 373 1000 495"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>In the project risk assessment document, this issue has been identified and includes mitigation measures, particularly focusing on the implementation of FPIC and the development of guidelines for field implementation. Based on interviews with the TS consultant, the Bangun village case serves as an example of resolving forest area disputes. The forest area managed by Bangun village overlaps with a palm oil company and neighboring villages. The Rimba Gupung initiative, facilitated by the district head's designation and mediation, successfully resolved the forest management dispute through a collaborative management approach between PT Kencana Alam Permai and the Rimba/Gupung Senaung Hijau community group in Bangun village. This collaboration was formalized through an MoU on a conservation area partnership program.</p>
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<p>The lack of commitment to environmental protection and biodiversity conservation from local governments is due to their focus on economic development priorities in APL areas:</p> <p>So far, local governments have directed the development of APL areas towards the economic sector. APL has been legally recognized as supporting non-forestry development. There is concern that the KalFor idea of saving and preserving forest cover may be opposed by local governments and communities because it falls under the authority of local governments, and it does not align with the direction of local economic development.</p>	<p>Moderately Likely / Medium</p> <table border="1" data-bbox="570 1144 1000 1266"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>In the current period, the direction of development as a local government policy is sustainable development that takes into account aspects outlined in the SDGs, including environmental protection. In this regard, Bappenas represents the central government, with Bappeda as the implementing agency at the provincial and district levels, which has been mandated to apply the Environmental Index (ILH), where one of the components includes forest and biodiversity protection as a target for local government programs. The Regional Spatial Plan has also incorporated environmental protection aspects through the Strategic Environmental Assessment (KLHS) and licensing regulations that require Environmental Impact Assessments (EIA) for all concession holders in APL areas. For KalFor, the FPIC process and integrating the forest governance initiatives in APL with local government programs are key to</p>
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		increasing ownership, acceptance, and reducing friction in project direction, policy, and implementation. In 2021 project risk assessment stated multistakeholder forum establishment /strengthening and the road map development as options.																																													
<p>Lack of support from industrial sector stakeholders:</p> <p>The private sector often becomes a hindrance in coordination and communication related to forest governance through HCVF (High Conservation Value Forest) and HCS (High Carbon Stock) schemes or other mechanisms with local governments and community organizations. This happens because concession permits, particularly for mining and forestry, are issued by the central government, even though local governments have authority over plantation licensing. This situation becomes complex when local government policies are not accommodated by the private sector concerning HCV and HCS, and the private sector is not open in providing access to spatial information related to concessions and planning.</p>	<p>Likely / Medium to High</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>Coordination and communication can be established early in the program by involving private sectors related to forest areas within APL. Through its local government focal points, KalFor has developed strategies focused on identifying HCV and HCS areas as guidance for companies. Regarding plantation permits issued by local governments to private sectors and their recommendations for certification, local governments have the authority to encourage companies to protect and manage forest areas within HCV and HCS. KalFor supports the development of incentive mechanisms to facilitate this. Additionally, local governments encourage plasma farmers or smallholders under company guidance to participate in protecting forest areas within their villages. Collaboration among local governments, private sectors, and communities strengthens corporate concession support. Based on interviews, local governments still express concerns about the limited access to spatial information and planning from private sectors, which complicates the implementation of forest governance as HCVA or HCS in APL.</p>
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<p>Lack of direct support for the protection of delineated forest areas in APL, including funding support:</p> <p>The KalFor initiative has resulted in the identification of relatively large forest areas within APL for protection. Consequently, support for implementing protection measures is essential. In this context, the KalFor project did not allocate substantial funding for the protection of areas spanning tens of thousands of hectares. Additionally,</p>	<p>Unlikely / High</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>KalFor, in collaboration with CSO partners, has initiated various village regulations to establish the status of village forests within APL areas, supported by village regulations and management plans, including Rimba Gupung. As a result, management structures have been established at the target village level to protect these</p>
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<p>human resources are needed to implement forest protection practices within APL effectively.</p>		<p>forests. KalFor and its partners have also developed training techniques for area protection and the development of NTFPs and environmental services derived from these forests. A tangible and legal funding mechanism for forest protection has been established through the Village EFT mechanism, allocating 6% of the total village fund. In Kotawaringin Barat, Central Kalimantan, the total village fund amounts to IDR 1.5 billion (USD 100,000) per year.</p>																																													
<p>The lack of functioning incentive mechanisms at the private sector and community levels regarding forest protection in APL:</p> <p>There are perceptions among some stakeholders holding a negative view toward biodiversity support and mainstreaming sections, as these involve high costs and are perceived as unprofitable. Some stakeholders fear losing potential income from plantation development. Additionally, conservation-based sustainable natural resource management is viewed as not providing maximum income for communities.</p>	<p>Likely / Medium</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>HIGH</th> <th>MEDIUM</th> <th>LOW</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernable risk</td> </tr> </tbody> </table>			Impact							CRITICAL	HIGH	MEDIUM	LOW	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernable risk	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>Intensive communication strategies, as a tool to address negative perceptions about projects in non-forest areas, particularly palm oil plantations, have fostered mutual understanding among stakeholders, especially regarding biodiversity. Many cases in palm oil plantations and industrial forests show significant biodiversity loss, including deaths of key species or habitat destruction, which harm a company’s reputation nationally and internationally, reducing product value. Conversely, focusing on biodiversity protection can enhance commodity value and market prices. Insights from KalFor officials highlight that companies benefit from implementing the mandatory 7% conservation area requirement under West Kalimantan Regulation No. 6/2018. On the ground, many companies are eager to implement HCV practices in plantations, not only to comply with regulations but also to meet ISPO/RSPo certification requirements.</p>
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<p>Failure to learn from previous experiences of biodiversity conservation that were not successful in building corridors between forest areas and APL:</p> <p>In forestry-related projects, biodiversity issues have not been a central focus, and there is a low level of awareness and concern. On the other hand, forest governance, which focuses on sustainable forest commodity strategies, has been lacking in studies on corridors and biodiversity populations, particularly</p>	<p>Moderately Likely / Medium</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>HIGH</th> <th>MEDIUM</th> <th>LOW</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernable risk</td> </tr> </tbody> </table>			Impact							CRITICAL	HIGH	MEDIUM	LOW	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernable risk	<p><i>The risk was based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>From the interview results, biodiversity issues were not extensively discussed in the field-level initiatives for forest management in APL, though some connectivity issues were developed through academic studies for the mapping of forests in APL. At the focal point level, collaboration forums also developed a biodiversity database system that serves as a guide for determining</p>
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Table 12: Assessment of the Risk Analysis in the Project Document																																															
Risk Description	Risk Rating (Probability / Impact)	Evaluation Comments																																													
<p>in APL areas, where disturbances and population extinction have been significant challenges.</p>		<p>HCVA. The Essential Ecosystem Area (KEE) scheme has not developed in MoEF policies, leading to a deadlock situation. Law No. 32 of 2024 on preservation areas in APL remains an essential solution for developing biodiversity corridors.</p>																																													
<p>The project is not multi stakeholder ownership. It will politically give negative impacts to the project:</p> <p>There is concern that this project has low ownership, particularly among key stakeholders at the provincial and district levels. The low level of ownership could become an obstacle in building an exit strategy and ensuring the sustainability of the project, especially after its conclusion.</p>	<p>Moderately Likely / Medium to High</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk.</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk.	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>A monitoring and evaluation team from the Ditjen PKTL for the project secretariat was established at the national level. A coordination mechanism to run activities has already been developed and implemented. Available forums and the inclusion of local governments as focal points at local sites are used as platforms to run the project activities. Interviews conducted by the TE consultant revealed that the level of ownership among stakeholders is high, especially with the local governments. The project management team has successfully positioned key roles to manage communication and coordination among all parties in a multi-stakeholder role. The adaptation process for this project has been very effective, allowing the project to become an integral part of the local government’s work plan. Evidence of this ownership is the strong desire of local governments to follow up on this initiative through various government and multi-stakeholder funding after the project concludes, as well as initiatives from the private sector in collaboration with KalFor partners to follow up on HCV management in their areas.</p>
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<p>Exclusion of women in Various of different levels of project activities:</p> <p>There is concern about the low mainstreaming of gender issues within government agencies and the project being developed in a context that is not gender-sensitive. This exclusion of women at various levels of project activities may hinder the effectiveness and inclusive of the project.</p>	<p>Moderate likely / Low</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">Impact</th> </tr> <tr> <th colspan="2"></th> <th>CRITICAL</th> <th>High</th> <th>MEDIUM</th> <th>Low</th> <th>NEGIGIBLE</th> </tr> </thead> <tbody> <tr> <th rowspan="5">Likelihood</th> <th>CERTAIN / IMMINENT</th> <td>Critical</td> <td>Critical</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>VERY LIKELY</th> <td>Critical</td> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <th>LIKELY</th> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>MODERATELY LIKELY</th> <td>Medium</td> <td>Medium</td> <td>Low</td> <td>Low</td> <td>Negligible</td> </tr> <tr> <th>UNLIKELY</th> <td>Low</td> <td>Low</td> <td>Negligible</td> <td>Negligible</td> <td>Considered to pose no discernible risk.</td> </tr> </tbody> </table>			Impact							CRITICAL	High	MEDIUM	Low	NEGIGIBLE	Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low	VERY LIKELY	Critical	High	High	Medium	Low	LIKELY	High	High	Medium	Low	Negligible	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no discernible risk.	<p><i>The risk was last reviewed after 2021 Project Risk Assessment, October 2024 prior to the PIR, based on interview and assessed to be of decreasing probability because of the mitigations put in place.</i></p> <p>Based on the monitoring and interviews with the TE consultant, this issue is assessed as having a low impact, despite the potential concerns. In fact, the project is very strong in addressing gender and disability involvement at all levels. Project managers, including government agency officials, have actively involved women in decision-making and as facilitators within</p>
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Table 12: Assessment of the Risk Analysis in the Project Document

Risk Description	Risk Rating (Probability / Impact)	Evaluation Comments
		the team. Women have been engaged in discussions, as technical assistants, expert consultants, and at the community level, women’s groups have played a prominent role in managing NTFPs and entrepreneurship. In the project risk assessment document, the mitigation measures include capacity building related to gender issues, which has been implemented at the national, provincial, and district levels. Additionally, SOPs to mainstream gender have been developed.

126. The project risk has been monitored since 2020 related to disruptions caused by the COVID-19 pandemic. At the beginning of the pandemic, disruptions occurred in the project's coordination and field implementation due to social distancing measures. However, the project successfully adapted to new arrangements in managing activities, making adjustments, and implementing innovative ways to carry out activities and oversee tasks. While the latest Omicron variant serves as a reminder that situations can change rapidly, the project has demonstrated its progressive ability to adapt and respond to challenges at both the national and local levels.

Assumptions

127. The SRF in the Project Document¹⁴ included assumptions for the project objective and for the two outcomes. Table 13 provides observations from the TE evaluation team regarding these assumptions.

Table 13: Assessment of the SRF Assumptions in the Project Document

Assumption	Evaluation Comments
<p>Project Objective:</p> <ol style="list-style-type: none"> Enhanced legal protection increases the likelihood that HCV forest will be protected from estate crop development. Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced deforestation commodity production. Accessibility of forest areas to local communities remains equal or improves 	<p>This assumption is well-supported, given the barriers to overcome and the expectation that the four intervention approaches will improve the protection and management of HCV equivalent forests, especially in estate crop areas, to strengthen the HoB and its biodiversity.</p> <p>This assumption is closely integrated with the first assumption regarding this objective. Following the protection and management of HCV areas within estate crop areas (APL areas, convertible forest areas, and forests within plantations), a forestry scheme is developed that reduces the level of deforestation.</p> <p>This assumption is valid in relation to sustainable harvesting or extraction within forest areas through the development of NTFP and ecosystem services. Economic benefits are also considered in this aspect.</p>

¹⁴ 5029 KalFor Project Document page 42 - 47

Table 13: Assessment of the SRF Assumptions in the Project Document	
Assumption	Evaluation Comments
Outcome 2	
4. Public and private institutions mainstream sustainable production practices and are committed to transferring knowledge and technologies to producers through technical assistance, incentives and loans.	This assumption does not align with indicator 2.6, which emphasizes the reclassification of forested land into more protected areas or less critical zones within plantation concessions to mitigate fire risks. Instead, the assumption focuses on promoting good practices in sustainable plantation management, including the restoration of degraded land.
5. Producers are committed to adoption of best practices for sustainable production of estate crops, restoration of degraded areas, and conservation of forests and ecosystem services.	The assumption also does not align with indicator 2.6, though it acknowledges that policy or regulatory aspects can serve as best practices to encourage legalization and enforceable legal frameworks before implementing management strategies.
Outcome 3	
6. Activities under Components 1 and 4 provide information on avoiding the pitfalls of short-term landscape decision making for the government and Communities.	This assumption is highly appropriate as the incentive mechanism must avoid short-term schemes when providing benefits to stakeholders involved in management, especially in reducing deforestation rates. The primary objective is to establish long-term and sustainable incentive strategies and mechanisms.
7. Oversight and monitoring will ensure compliance with spatial constraints on expansion.	The assumption aligns with the commitment to consistent and sustainable management of HCVA (High Conservation Value Areas). Oversight and monitoring are essential activities to ensure the continuity and adherence to these commitments.

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

128. Between 2000 and 2005, the rate of deforestation in the Borneo rainforest, which spans Indonesia, Malaysia, and Brunei, was alarmingly high. WWF, an CSO focused on environmental issues, launched the Heart of Borneo initiative. Over time, the three nations on the island of Borneo signed a cooperative agreement titled the Heart of Borneo Declaration to collectively protect the area. The initiative officially commenced in 2007¹⁵.

129. The HoB project is a collaborative effort aimed at conserving the ecological integrity of the Borneo rainforest, one of the world's most biologically diverse regions. It focuses on preserving and restoring vast tracts of forest that stretch across the island of Borneo, shared by Malaysia, Brunei, and Indonesia. The HoB encompasses both Protected Areas and Production Forests, with a particular emphasis on regions that have yet to experience extensive development or have suffered forest degradation. The initiative targets large, interconnected landscapes covering approximately 22 million hectares, including areas within four provinces in Kalimantan¹³.

130. The Program Kampung Iklim (ProKlim) is a national initiative aimed at enhancing community

¹⁵ <https://ksdae.menlhk.go.id/berita/192/pelaksanaan-the-10th-heart-of-borneo-trilateral-meeting-di-bandar-seri-begawan.html>

resilience to climate change and reducing greenhouse gas (GHG) emissions. Established in 2012, ProKlim has evolved into a key strategic program for climate change mitigation and adaptation. In West Kalimantan, ProKlim operates in multiple locations, including 31 villages in Sambas, 30 in Kubu Raya, 30 in Kapuas Hulu, 25 in Bengkayang, 23 in Kayong Utara, and several others. In Central Kalimantan, 152 villages have been registered since 2015, comprising 93 Pratama, 50 Madya, 8 Utama, and 1 Lestari level village, all recorded in the National Registry System (SRN) by the Ministry of Environment and Forestry. In East Kalimantan, ProKlim spans 92 villages across regions such as Balikpapan (22 villages), Samarinda (14), and Kutai Kartanegara (18). However, Mahakam Ulu has yet to propose any villages under ProKlim^{16,17}.

131. The KalFor project design represents an innovative approach to managing the remaining forests in HPK and APL areas, which are often overlooked due to stakeholders' limited appreciation for sustainable forest protection and management. This issue is compounded by the relatively low biodiversity and aesthetic value of these areas. However, forest management in HPK and APL can be integrated into community-based models, such as village forests, customary forests, or community forests, as well as ProKlim village initiatives, which are also part of this project. This approach provides practical solutions to ecological and socio-economic challenges while enhancing the environmental and social benefits of these areas. The project aligns with the Heart of Borneo (HoB) initiative, leveraging its framework to strengthen the project's strategic and operational impact.
132. Government's targets for economic development in rural areas, while reducing the impact on forests and ensuring that key peatland, watershed and high biodiversity areas are not developed. Finally, this information will be provided in open and transparent public forums and will back up the more biodiversity friendly and sustainable estate crop laws that exist (Law No.32 of 2009; Law No.39 of 2015, Law No 11/2015), making it harder for regional governments to continue on a BAU oil palm development trajectory.

Planned stakeholder participation

133. The Project Document listed the 'Stakeholders and their mandate and relevant roles in the project' in Table 5 (pp. 35 - 37)¹⁸. This project works to improve the forest area planning and management system at the national and provincial levels, as well as strengthen the sustainable plantation sector, followed by environmental service governance and strategies to preserve remaining forests. These efforts are essential components in strengthening biodiversity protection and ecosystem management in the Heart of Borneo (HoB). By focusing on the plantation sector and forest landscapes that have been designated as plantation concessions, the proposed project will provide essential models for plantation and forest landscape planning and management.
134. The identified stakeholders span the national, provincial, district, and village levels. Coordination with the groups and institutions listed in Table 5 will be ensured through project-supported coordination platforms, aligned with similar mechanisms under the Commodities IAP project. At the national level, this includes the Indonesia Palm Oil Platform (InPOP), active since March 2015, providing guidance to the government, companies, and civil society on sustainable palm oil supply chains. At the provincial level, coordination platforms will be established in each participating province, with West Kalimantan's platform developed jointly with the IAP. InPOP and the provincial platforms will be closely integrated.

¹⁶ <https://diskominfo.kaltimprov.go.id/berita/sudah-terbentuk-92-kampung-iklim-di-kaltim>

¹⁷ <https://prcfindonesia.org/prcf-indonesia-hadiri-workshop-proklam-se-kalbar-tahun-2024/>

¹⁸ 5029 KalFor Project Document page 35 - 37

District-level forums will also be set up in the four pilot districts. These mechanisms will ensure coordination and actively facilitate lesson sharing and application among stakeholders and the GEF project.

135. The stakeholders planned to be involved in and support this project include the Ministry of Environment and Forestry (MoEF), the National Planning Agency (BAPPENAS), the Ministry of Agriculture (MoAg), the Ministry of Home Affairs (MoHA), the National Land Affairs Agency (BPN), and the Ministry of Public Works at the national level. At the provincial level, the focus will be on the provincial governments of West Kalimantan, Central Kalimantan, and East Kalimantan. At the provincial level, the Provincial Agency for Natural Resource Conservation (BKSDA) also supports this initiative as a representative of the Ministry of Environment and Forestry (MoEF). Bappedal's role in the project will be related to ensuring compliance with the Environmental Impact Assessment (AMDAL) process and improving environmental management in the pilot provinces. At the district level, the Project Document (ProDoc) has focused on the District Governments of Ketapang and Sintang (West Kalimantan), Kota Waringin Barat (Central Kalimantan), and Kutai Timur (East Kalimantan).
136. Several CSOs are involved in this initiative, including international, national, and local CSOs, such as AMAN (the National Alliance of Indigenous Peoples), as well as business associations, especially GAPKI (the Indonesian Palm Oil Industry Association), the ISPO Commission, and the Plantation Training and Education Center (Pusdiklat Perkebunan). The private sector is also involved in this initiative, including identified companies such as Wilmar, Musim Mas, Golden Agri Resources, IOI Corporation, Marcus Evans, MinarMas Plantations, Austindo Nusantara Jaya, and many others.

Linkages between project and other interventions within the sector

137. Per the Project Document, the UNDP-GEF project was designed to learn from, to dovetail off, and link up with the following initiatives:

GEF-5:

- UNDP-GEF "*Sustainable Management of Peatland Ecosystems in Indonesia (SMPEI)*". Status: Project Approved for Implementation.
- UNDP-GEF "*Strengthening Forest Area Planning and Management in Kalimantan (Sustainable Landscape Management in the Heart of Borneo)*". Status: Project Approved for Implementation.
- UNDP-GEF "*Promoting Energy Efficiency and Renewable Energy for Low Carbon Urban Development in Indonesia*". Status: Project Approved for Implementation.
- UNDP-GEF "*Sustainable Land Management in Degraded Watersheds*". Status: Project Approved for Implementation.

GEF-6:

- UNDP-GEF "the Commodities Integrated Approach Pilot (C-IAP)". Status: Project Approved for Implementation.
- UNDP-GEF "*Combatting Illegal and Unsustainable Trade in Endangered Species in Indonesia*". Status: Project Approved for Implementation.
- UNDP-GEF "*Sustainable Palm Oil Initiatives*". Status: Project Approved for Implementation.
- UNDP-GEF "*Integrated Management of Peatland Landscapes in Indonesia (IMPLI)*". Status: Project Approved for Implementation.

GEF-7:

- UNDP-GEF “*Strengthening Sustainability in Commodity and Food-Crop Value Chains, Land Restoration and Land Use Governance through Integrated Landscape Management for Multiple Benefits in Indonesia*”. Status: Project Approved for Implementation.

Others:

- GGGI: Green Growth Programme for 2016-19 titled “Prioritizing Investments: Delivering Green Growth in Indonesia.”;
- GIZ – FORCLIME Program;
- GEF/ADB Sustainable Forest and Biodiversity Management in Borneo;
- Heart of Borneo Green Economy;
- National development plans (NBSAP, IBSAP and RAN-GRK);
- National and regional policy (province and district level) plans;
- Norway-Indonesia bilateral Letter of Intent (LOI) initiative: “Cooperation on reducing greenhouse gas emission from deforestation and forest degradation”
- Indonesia Sustainable Palm Oil program;
- REDD and REDD+/UN-REDD Program.

Gender Responsiveness of Project Design

138. The Project Document’s approach to gender and women’s empowerment was in accordance with UNDP’s prevailing [Eight-Point Agenda](#) at the time of design. The key areas of gender consideration in the ProDoc that were to be included in the Project’s implementation:

- Guidelines developed for the engagement of women in forest conservation on the basis of and reflecting i) the roles women play in forest use and its management; ii) the level of participation of women in project activities to date, factors which influence their participation and strategies which have increased their participation; and, iii) the potential for women to be positively engaged;
- ProDoc has identified gender differentiation in the production of agricultural commodities has various economic and social impacts. For instance, gender-related social issues faced by Indonesia’s palm oil sector include:
 - ✓ Women’s participation in the oil palm sector, while significant, is barely addressed in studies and statistics.
 - ✓ Women are often excluded from formal plot ownership. Plots are generally registered in men’s names, which means that mainly men are eligible to become members of cooperatives;
 - ✓ In the plantation sector, a gendered division of labor put in place by plantation managers
 - ✓ often relegates women to lower paid casual jobs;
 - ✓ Women may not be paid directly for fruit collection in cases where their contribution is used to help meet their spouses’ production quotas;
 - ✓ Women and children often bear the brunt of health hazards in the palm oil sector, including those associated with application of pesticides.
- Project staff who will be responsible for community engagement and facilitation will be trained (including ongoing refresher training) to ensure that gender issues are addressed and that women are involved in group discussions and in group decision-making;
- Ensure that women are involved in group discussion activities, given opportunities to voice their opinions and to be proactively encouraged to do so;
- The Project was to keep track of who is participating in its activities and who is receiving benefits from it, a monitoring and evaluation system will be constructed and implemented that includes, as

one of the indicators, recording gender information.

139. In 2020, the Directorate of PKTL developed the Gender Mainstreaming Roadmap (PUG) and established a commitment to gender equality and women's empowerment. The Gender Mainstreaming Roadmap (PUG) outlines actions to integrate gender into policies and regulations, which aligns with the ProDoc’s approach of ensuring that gender is reflected in forest sector planning and management. Both documents emphasize the importance of advocacy and awareness-building to promote gender-sensitive policies at various levels of government. The roadmap was developed for the period 2021-2025.

140. KalFor developed a gender strategy and gender action plan. These documents are part of the KalFor Project's efforts to translate its commitment to gender equality into practical and implementable actions. This is also in line with the government's commitment, which has placed gender as one of the cross-cutting issues in the 2020-2024 RPJMN (National Medium-Term Development Plan), and the PUG (Gender Mainstreaming) policy in forestry development.

Table 14: Strategic Directions for Key Stakeholders on Gender from KalFor Gender Strategy and Action

Stakeholder	Key Inputs	Accommodation in Gender Strategy (Process and Results)
MoEF (Ministry of Environment and Forestry)	Importance of considering the local context and building ownership from national and local entities.	<ul style="list-style-type: none"> • Consultations conducted with government (national, sub-national), project partners, and the community (through field observation).
		<ul style="list-style-type: none"> • Government policies, regulations, and structure considered in gender strategy and action plan formulation.
		<ul style="list-style-type: none"> • Gender integration is reflected in the project results framework with realistic targets.
UNDP & PMU	Gender integration within the project results framework, and ensuring realistic targets.	<ul style="list-style-type: none"> • Gender integration embedded in the project results framework.
		<ul style="list-style-type: none"> • Consultations with government, PMU, and project partners to formulate targets using consultations, interviews, and draft inputs.
		<ul style="list-style-type: none"> • Twin-track approach adopted: both gender-sensitive and gender-specific interventions. • Good practices, challenges, and innovations considered in gender interventions formulation.
Local Government	Importance of considering the local context and building ownership from local entities.	<ul style="list-style-type: none"> • Consultations conducted with local government and community representatives (through field observation) to integrate local perspectives into gender strategy.
Partners (CSOs, Academia)	Local context and good practices need to be considered in gender strategy formulation.	<ul style="list-style-type: none"> • Consultations with project partners (CSOs and academia).
		<ul style="list-style-type: none"> • Gender interventions formulated by considering local context, good practices, potentials, and challenges related to promoting gender equality at the project site.

Communications

141. One of the most notable successes of the KalFor project is communication. The project has been optimally productive in terms of communication and raising external awareness. It has been highly successful in delivering key messages at both the national and local levels. This success is attributed to the capacity and skills of the communication officers, rather than the design of the UNDP-GEF

KalFor project itself. The communication efforts have exceeded expectations beyond the targets set. Overall, the project results have been documented in detail, updated regularly, and conveyed through a series of annual reports and achievement reports that are easy for consultants and the public to read. In addition, verbal communication has been very strong at the multi-stakeholder network level, involving local government, CSOs, and community elements at each project site.

B. Project Implementation

Adaptive management

Traditional Measures of Adaptive Management

142. High technical quality is evident in the intervention, particularly within the core project team at the national level and even more so in the PMUs and RTA (Regional technical Advisor), including site coordination officials and implementation partners. This reflects a strong commitment and capacity to build trust among partners, beneficiaries, and stakeholders in promoting the project's landscape approach. The team's composition was effective, blending experienced technical expertise, mobilizing stakeholders to achieve project objectives, focusing on capacity building, and leveraging execution experience across the national and local level.
143. The solid adaptive management was evident in various aspects, including coordination, communication, and direct execution support provided by UNDP. These efforts helped address challenges and disruptions caused by the turnover of several National Project Directors (NPD) and other staff changes. PMUs proactively prepared contingency measures outlined in the project risk assessment. Additionally, UNDP regularly monitor the progress and if they have other agenda in the same time UNDP relied on PMUs to monitor progress when field visits were not feasible.
144. Regarding the Strategic Results Framework and core design outlined in the Project Document, the Project has remained on course, including not making changes to the indicators and achievements based on the MTR recommendations. Therefore, the original Project Objective and the three Outcomes remained unchanged throughout implementation, including during the inception phase, where no changes were made during or after the Inception Workshop. However, there has been a shift in the scope of interventions, now focusing on a more diverse and broader range of stakeholders, compared to the initial target, which was more specific to the oil palm plantation issue. This adaptive approach has actually accelerated the implementation process and achievements of the project. Through careful consultation, stakeholders have steadfastly supported the strategy and performance metrics of the project.
145. The project design in the Project Document demonstrates distinctive features and strengths that accurately guide the capacity of the PMU and SekBer teams, ensuring that initiatives developed at the national and site levels reflect efficient steps or stages. Adaptive management processes occur through an innovative approach, particularly in communication and coordination, with the strength derived from a multi-stakeholder forum. Few projects with such a model can develop techniques and collaboration capabilities that convince many regional government leaders, resulting in the achievement of numerous regulatory targets and strong support for implementation at the site level.
146. The initial implementation process of this project involved FPIC (Free, Prior, and Informed Consent) and promoted adaptive management by aligning perceptions of the project at the planning and regional policy levels. It aimed to match programs across different government authorities, integrating the project implementation plan into government programs (internalization process), and sought to leverage existing modalities without forcing the initiation of new programs that would have to start from scratch. This process also took place at the village level, where the modalities available in the target intervention villages were strengthened through the KalFor project.

147. The project also demonstrates flexibility in addressing emerging priorities and trends with a case-by-case approach, becoming a strength in the region, such as promoting incentive mechanisms in two villages in Kotawaringin Barat for environmental services development, particularly tourism. In addition, the issue of environmental services has become a community need in village economic development, and the initiative's success is high because the area has become an internationally and nationally recognized nature-based tourism destination, linked to the presence of Tanjung Puting National Park and the orangutan population. Each intervention area has a different reality and receives a tailored approach; implementing partners respond on a case-by-case basis, which has proven to be an effective implementation arrangement in terms of support and community independence.
148. In promoting incentive mechanisms for the development of NTFPs (Non-Timber Forest Products), environmental services, and carbon-based initiatives in the context of REDD+ and Result-based Payments, economic valuation has been carried out at the spatial planning level of the Province and Regency. This valuation results in benefit values for the development of alternative livelihood systems up to projections for 2050. Practically, this document presents general, non-specific information, although the relationship is nearly disconnected. As an adaptation, KalFor provided assistance to 3 villages in each district to develop incentives by increasing economic potential beyond palm oil, through specific NTFP and environmental services development via pilot villages in Kutai Timur by initiating connections between the community and the herbal medicine industry, incentive mechanisms in Ensaid Panjang village, Sintang District, for modified ikat woven masks, the pilot village of Kotawaringin Barat District for producing kelulut honey as one of the NTFPs, and innovative incentive mechanisms in Mayak and Tanjung Pura villages, Ketapang District, for honey businesses.
149. Another key example of the Project's adaptive management is the initial sub-optimal socio-economic interventions and supporting indicators linking local communities to the broader Project objectives, particularly in terms of livelihoods and sustainable financing. Adjustments were made throughout the implementation to address these issues effectively. Following the MTR, the Project shifted focus towards enhancing community livelihoods, significantly improving gender empowerment efforts, and including marginalized groups such as persons with disabilities, which were not considered in the original project design. This approach has resulted in high levels of awareness, empowerment, education, and environmental consciousness.

COVID-19 Response Measures and Implications

150. Covid-19 outbreak is very serious. The project has been struggling working within the period of large-scale social restriction. It is considered as a global force majeure. Many areas have to meet the protocol applied by the government. It forces a situation where people have very limited access to public transports (either water or surface) for their mobility. The areas where the project has been implementing activities are suddenly isolated. As the impacts, colleagues assigned in the fields have not been able to carry out field visits to coordinate and monitor the progress and share their technical knowledge as supposedly.
151. In the 2020 project progress, despite operational challenges with transportation and regular stakeholder meetings, all key milestones were met on time. Amid the Covid-19 pandemic, the project is encouraged to innovate through virtual coordination using internet-based systems. To sustain progress, it must enhance collaboration with relevant national and sub-national stakeholders, leveraging local resources such as companies and contractors. If in-person coordination is necessary, strict adherence to Covid-19 protocols is essential.

152. The project has demonstrated strong adaptive management, despite initial delays and challenges posed by COVID-19. Two critical risks have been identified, aside from those related to COVID-19. The first is a political risk stemming from the limited authority of the Ministry of Environment and Forestry (MoEF) over forest conservation on APL land, which could slow project implementation. However, the MoEF is addressing this by revising Government Regulation No. 44 of 2020 to extend its authority over the area. The second risk is operational, linked to the COVID-19 pandemic, which has also introduced new social and environmental risks. To adapt, the project is implementing measures to manage the "new normal." A FPIC (Free, Prior, and Informed Consent) guideline has been developed and is in the final stages of approval. The project will introduce these guidelines to partners and mandate FPIC compliance for activities at the district and village levels.
153. The COVID-19 pandemic continues to be the most critical obstacle, necessitating innovative approaches for the project to sustain its operations at national and sub-national levels. The Indonesian Government (Gol) imposed extensive movement restrictions for prolonged periods, and the Ministry of Environment and Forestry (MoEF), the project's Implementing Partner, initially restricted office occupancy to a small fraction of staff. Subsequently, MoEF had to close its offices entirely after the loss of several staff members to COVID-19, enforcing a work-from-home policy. Likewise, UNDP Indonesia and other UN agencies have been advocating for remote work since March 2020. The situation was particularly severe for Indonesia during the middle of 2021- first 2022, as the country grappled with the pandemic's impact.
154. Although the COVID-19 risk was acknowledged in the 2020-2021 PIR, uncertainties remained throughout the year due to fluctuating case numbers. KalFor adhered to UNDP's pandemic protocols, such as transitioning to virtual events instead of in-person gatherings. Despite these measures, some PMU staff, focal points, and their families in the provinces and districts contracted the virus and fell ill, which affected KalFor's activities and led to the rescheduling or cancellation of some meetings. While vaccination efforts were expected to improve the health situation and reduce cases, there were surges in certain periods and regions in 2021, complicating future planning. Restrictions were imposed in several areas, including KalFor's pilot province. KalFor strived to maintain project momentum and make up for lost progress by utilizing online meetings to the fullest.
155. With the ongoing impacts of COVID-19 restricting project teams from visiting the field, the CO and PMU have decided to enhance monitoring and evaluation by utilizing the resources of local governments and focal points in the villages and districts. A small grant will be allocated to select an CSO to assist with field monitoring and evaluation. To ensure quality and inclusivity, the CSO will be required to present their activities at least twice during multi-stakeholder meetings (either in-person or online). Meeting participants will have the chance to provide feedback, which the CSO must address. Relevant feedback will be incorporated into the CSO's deliverables and outputs.

Actual stakeholder participation and partnership arrangements

156. In terms of management arrangements, the Ministry of Environment and Forestry led the Project's implementation, with Directorate General of Forestry Planning & Environmental Governance - PKTL as the Executing Agency, in partnership with UNDP, senior beneficiaries are also BAPPENAS and Ministry of Finance. Technical Committee for this project such as MoEF, MoA, BAPPENAS, MoSP/ATR, BRIN, experts and CSOs. The project also provided Head of BPKH and Regional Technical Committee such as Bappeda, BPKH, DLHK, Agriculture Agency, BPN, BLHD, Universities, experts, CSOs, and plantation companies.

157. The Project was managed by a Project Management Unit supported by Provincial Implementation Units (Regional Facilitator and Project Assistance) working closely with 3 Provincial Focal Points . Implementation was organized through one Project Management Unit at National central level and four focal point in sites and regional facilitators in four districts; Sintang, Ketapang, Kotawaringin Barat and Kutai Timur. The focal point and regional facilitator coordinate and communicate with the Regional Technical Committee Adviser (Forestry and Environment Office) and the Head of BPKHTL (Balai Pemantapan Kawasan Hutan dan Tata Lingkungan) at the provincial level in West Kalimantan, Central Kalimantan, and East Kalimantan.

158. Table 15 provides a summary of the role and planned involvement of stakeholders identified in the ProDoc and of their actual participation in the Project.

Table 15: Summary of Stakeholder Analysis		
Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
National Level		
Ministry of Environment and Forestry	MoEF is responsible for, inter alia, the protection of forests and wildlife resources, planning and management of conservation areas and species conservation. It will be the lead government agency for the project. The Ministry is the CBD focal agency and houses the national GEF Secretariat headed by the GEF OFP. It has the overall responsibility for biodiversity conservation and for implementing the environment impact assessments (AMDAL in Indonesian). The MoEF role in the project will include strengthening of the AMDAL process and oversight and model implementation at the project demonstration sites. The Directorate General for Forestry Planning is responsible for classification and mapping of forest areas as well as decision making for forest class changes, including release of conversion forest for other usage such as palm oil production.	The Ministry of Environment and Forestry (MoEF) plays a significant role as the initiator, facilitator, and leading sector in this project, particularly the Directorate General of Forestry and Environmental Planning (PKTL), which is responsible at the national level. MoEF officials serve as the National Project Director and Technical Committee and Coordination Team). They integrate the project into the ministry's regular operations and ensure that the project is treated as a core part of the ministry's activities, aligning it with the ministry's broader goals. MoEF's approach helps in understanding internal dynamics and effectively integrating the project into the ministry's work. (MoEF) has accelerated various policies and regional regulations concerning remaining forests or High Conservation Value (HCV) areas in non-forest zones (APL). These efforts are aligned with the policies and roles of the national government related to forest governance. MoEF successfully pushed for significant regulations to protect the remaining forests in APL through Law No. 32 of 2024, which revises Law No. 5 of 1990.
Ministry of National Development Planning (BAPPENAS)	National government agency responsible for national economic and development planning, as well as development of strategies and policies in determining financial allocations for the various sectors of the national economy. Long- and medium-term plan and annual implementation plan are central in the spatial planning process and will therefore have a critical role in implementation of the project.	Bappenas plays a role in monitoring and ensuring that the objectives of this project are part of the development planning. Bappenas is responsible for aligning various KalFor initiatives into initiatives that can be adopted in other areas, such as promoting HCVF (High Conservation Value Forests) and the implementation of Ecological Fiscal Transfers developed in the KalFor project. Bappenas facilitates the process up to the completion and endorsement of the IBSAP (Indonesia Biodiversity Action Plan) document, which includes promoting HCV areas as important biodiversity areas that need to be protected and managed.
Ministry of Agriculture	The MoAg responsible for agricultural development including the palm oil sector. It is	The Ministry of Agriculture (MoAg) is part of a multistakeholder forum that promotes the governance

Table 15: Summary of Stakeholder Analysis		
Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
(MoAg)	also responsible for developing and implementing ISPO standards which is a mandatory system for all plantation companies in Indonesia. In this project, the MoAg will have a key role supporting training of the medium size plantations and smallholders as well as ensuring compliance with ISPO.	of High Conservation Value (HCV) areas within oil palm plantations in APL areas. One of its roles is to advocate for the Indonesian Sustainable Palm Oil (ISPO) certification for companies and palm oil growers. The project often aligns with the Indonesian Sustainable Palm Oil (ISPO) certification, a set of standards aimed at ensuring that palm oil production in Indonesia adheres to environmental, social, and economic sustainability principles.
Ministry of Home Affairs (MoHA)	This Ministry is responsible for national spatial planning and is coordinating agency the provincial and district governments. The MoHA will play a key role within the project in mainstreaming the biodiversity in the spatial planning process and facilitating effective involvement of sub-national government.	Regulations supporting the designation of forests or remaining areas to be preserved or rehabilitated for forestry in APL areas influence spatial planning policies at the provincial and district levels. Therefore, the Ministry of Home Affairs (MoHA), through the Directorate General of Regional Development, supports and facilitates the revision of spatial plans to aid in the delineation and management of remaining forests in these APL areas.
National Land Affairs Agency (BPN)	The Agency is responsible for registration of all land property matters including palm oil estate registration but excluding those pertaining to the mining and forestry sectors.	The Ministry of Agrarian and Spatial Planning / National Land Agency (ATR/BPN) plays a crucial role in the planning and implementation of regional spatial planning, as well as overseeing spatial regulations for area permits. ATR/BPN is also responsible for verifying land status to identify forested areas that are not privately owned or under company concessions.
Ministry of Public Works	The Directorate General of Spatial Planning of the Ministry of Public Works has been involved in the implementation of the activities under the National Spatial Planning Coordination Board. The Ministry will have an important role to play in any spatial plan revision process.	To utilize data of forested areas in APL for adjustments to the Spatial Planning / Regional Spatial Planning and Detailed Planning/RDTR documents, as protected areas have high conservation value and ecosystem services. This adjustment requires meaningful involvement from the regional of public works as national representative so that they can be fully involved in its management and monitoring.
Landscape Level		
Provincial Governments (West, Central and East Kalimantan)	The provincial governments have the oversight function for determining land uses within the province, as well as the day-to-day management of the production and protection forests in the province via the Provincial Forestry Agency. These three Kalimantan provinces will host provincial-level platforms and participate in a multi-province task force to create a forest safeguarding plan for the HoB.	The Provincial Government plays a significant role in the initiation, facilitation, and designation of remaining forests in APL areas based on Governor Decrees. The provincial and district governments also coordinate, communicate, and implement various processes, while serving as hosts in the multistakeholder forum. In Central Kalimantan, the provincial and district levels are working synergistically to promote the implementation of Ecological Fiscal Transfer (EFT) and the practice of EFT at the village level.
District Governments of Ketapang and Sintang (West Kalimantan), Kota Waringin Barat	District governments are expected to provide the support for the project at the district level, including logistical support in the form of an office or work place in a strategic position within the district government to ensure that the project has steady access to key district government personnel. The district government is also expected to impress upon the key departments of plantations, national land planning, and the environmental planning and regulatory agency(Bappedal) the potential that the project	The district government plays a crucial role in the detailed designation of remaining forests within APL areas. The processes of identification, selection, and analysis of the clear and clean land status are largely conducted at the district level. In Sintang, the designation of remaining forests is formalized through a Regent’s regulation under the name "Rimba Gupung." In West Kotawaringin, the designation of remaining forests is facilitated by the district and village governments through a Regent’s regulation, promoting these forests for ecosystem services, particularly for

Table 15: Summary of Stakeholder Analysis		
Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
(Central Kalimantan) and Kutai Timur (East Kalimantan)	<p>can provide the government at multiple levels, and especially at the district level, which is the key to the success of the program. The district government will also support the district level forum, which is a key to potential development of connectivity aspects to the project. The district government will make an essential contribution to the end goal of implementing a landscape focused environmental connectivity example as such an approach will require working with a variety of companies, and communities who are using the land in a mixed mosaic.</p> <p>Finally, the district government will be helpful in working with the UNDP and the private sector in developing deeper modes of relationships with leading agricultural and plantation companies active within their districts.</p>	<p>tourism. In East Kutai, the district government has enacted regulations to designate at least 48,000 hectares of remaining forests as High Conservation Value (HCV) out of a total 72,000 hectares initiated by the government. Factually, all the lines of roles and responsibilities expected in the ProDoc at the district level have been fulfilled, including providing office facilities as a coordination and implementation center for this project. The district focal point has raised awareness, taken an approach, and provided education based on FPIC regarding forestry issues in the APL area, gathered experts, especially from universities and youth groups, to promote activities supporting nature conservation and reducing climate change risks, as well as developing environmental services and initiating the formation of a multistakeholder forum.</p>
Natural Resources Conservation Agencies (BKSDA)	<p>A subsidiary of Directorate General of Forest Protection and Nature Conservation (KSDAE) with authority to manage conservation areas other than national parks. It is also responsible for conservation of flora and fauna at the district level. The BKSDA will have a key role in the project in the components related to biodiversity planning and conservation actions at the landscape and site levels.</p>	<p>The Central, West, and East Kalimantan BKSDA were involved in the initiation of this project at the regional level. The KalFor initiative also engaged the East Java BKSDA during a training session to gain an understanding of the illegal wildlife trade. A key activity by BKSDA was the development of the KELUTAP Masterplan. The Kalbar BKSDA, which is responsible for the Bukit Kelam Nature Reserve (TWA), collaborated with the Sintang North Forest Management Unit (KPH Sintang Utara), responsible for the Bukit Luit and Bukit Rentap Protection Forests (HL), and the Sintang District government to formulate the KELUTAP Masterplan. This masterplan aims to interconnect the management of the Bukit Kelam Nature Reserve, the Bukit Luit and Bukit Rentap Protection Forests, and the surrounding forested areas in the APL.</p>
Bappedal	<p>It is a provincial subsidiary agency of the Ministry of Environment and provides the provincial governors and district heads with advice pertaining to issuance of palm oil license based on environment assessment. BAPPEDAL's role in the project will relate with the process of AMDAL compliance and improving environmental management at the pilot provinces.</p>	<p>The Environmental Impact Assessment (EIA) or AMDAL, as a requirement for establishing new plantation or forestry concessions, is conducted by the implementing companies when they are about to develop their concessions or as part of certification requirements. Various studies by KalFor, especially related to planning High Conservation Value (HCV) areas across provinces and districts, serve as a reference for these EIAs. BAPPEDAL consistently plays a role in these EIAs, based on environmental information or landscape connectivity strategies developed by KalFor in the areas to be managed.</p>
AMAN (National alliance of indigenous peoples)	<p>AMAN will have a role in ensuring indigenous peoples' concerns are incorporated into spatial planning and project activities. It will be a key institution in ensuring social safeguards for the project and supporting resolution of conflicts at site levels. AMAN will also act as a conduit to local CSOs and civil society organisations in the target districts.</p>	<p>During its first year of operation, the project engaged more than 950 people at the national, provincial, district, and community levels in its activities. Of these participants, about two-thirds were recurring individuals, and approximately 15% were directly dependent on forests for their livelihoods. Some of them were members of customary communities, either under the coordination of the AMAN organization (an</p>

Table 15: Summary of Stakeholder Analysis		
Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
		indigenous community organization in Indonesia) or other district institutions.
International and national CSOs	CSOs will help in supporting the project and providing training of smallholders and communities in the target districts and where appropriate providing research and insight into district level processes relating to the project goals. The PPG process has developed close relationships with the key national CSOs that are operating in the target site districts, such as WWF and GGGI, and will be project partners in terms of implementation, data gathering, community engagement and ground truthing the land status of high biodiversity areas.	Several CSOs actively supporting the KalFor project or as grant receivers from KalFor such as in West Kalimantan area (Operation Wallacea Integrated Foundation, Solidaridad, Yayasan Natural Kapital, Tropenbos Indonesia, Ketapang,), Central Kalimantan (Terasmitra, Yayasan Orangutan Indonesia (Yayorin), ASPPUK (Association for Women's Small and Micro Business Assistance)) and East Kalimantan (Kawal Borneo Foundation, Yayasan Bikal, Kaltim,). Youth involved in NGOs or CSOs, such as the Bestari Foundation and jejakbaikpohon.com, are all working on initiatives for forest data collection in APL areas, empowering local communities in those forests for Non-Timber Forest Products (NTFPs) and environmental services, bioprospecting, and forest restoration efforts.
GAPKI - The Indonesian palm oil industry association	GAPKI brings together public and private estates and co-operatives, collectively responsible for half the total oil palm estate and smallholding area in Indonesia. GAPKI represents the national and international interests of members, promotes palm oil in support of the government policies. GAPKI will play a role in implementation of the project in particular under component 2 and in supporting the project goals as they relate to better plantation management of high biodiversity areas within existing and planned plantation licences.	In the implementation of this project, GAPKI has contributed by providing information and guidance related palm oil issues and to the dialogues between the District of Kutai Timur and oil palm estates in the district, which were facilitated by the KalFor Project in particular for the first implementation of this project.
Certification Bodies	Certification bodies will have a role in the project for compliance assessments, and issues of palm oil estate certification towards the end of the project. This is important as it relates to component three on incentive mechanisms and in the implementation of incentive based payments where there is improvement in the production of sustainably produced products.	The designation of HCV (High Conservation Value) areas at the provincial level, further detailed at the district level, serves as a guide for establishing and revising HCV areas within company concessions, particularly in relation to remaining forests, biodiversity, water catchment areas, and the protection of cultural and traditional communities, especially in palm oil plantations. This issue has been intensively initiated and discussed within this project among various agencies, including involving the plantation license holders. The KalFor project, through local governments and its partners, also educates companies on managing their HCV areas for the benefit of the community. Several collaborative initiatives have been developed, particularly between companies and villages, facilitated by the KalFor project.
ISPO Commission	The institution is responsible for the implementation of the ISPO standards, thus has a role in component 2 of the project. Joint training by the project and the ISPO secretariat will be a activity within component two.	KalFor advanced forest conservation in APL at the provincial level. A major achievement was the West Kalimantan Forum's success in enacting Governor Regulation No. 60/2019, which mandates 7% of land in sustainable businesses be reserved for conservation. KalFor was instrumental in this process, facilitating the Stakeholder Forum and driving consensus through outreach, engagement with decision-makers, and scientific analysis. Their efforts shaped national and

Table 15: Summary of Stakeholder Analysis		
Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
		subnational policies, including regulations to prevent deforestation and align with ISPO standards.
Pusdiklat Perkebunan (district)	An institution to provide training for ISPO standards. The Pusdiklat's role in the project will be one of resource person/agency and potential candidate for implementing of particular activities within the project.	This project involved a variety of training programs, not limited to ISPO-related training at the Plantation Training Center, but also covering the use of spatial data, spatial data analysis for determining forest cover, sustainable forest management, development of environmental services, and technical development of NTFP (Non-Timber Forest Products) and environmental services products and businesses. These trainings were conducted or facilitated by KalFor management and its partners across the three target provinces.
UNDP	At the request of the Government, UNDP will serve as the GEF Implementing Agency (IA) for the project. In this role, UNDP will ensure project execution on time, on scope and within budget and provide technical quality assurance. The project assurance and support functions will be provided by the UNDP Indonesia Country Office as well as UNDP Asia-Pacific Regional Office (Bangkok Regional Hub) which houses technical advisors for the project.	UNDP has aligned with the ProDoc targets, ensuring the project's success, guiding its implementation journey, and overseeing the evaluation process to ensure it runs smoothly and on schedule.
Private sectors	Within the pilot districts the following plantation companies are found: Wilmar, Musim Mas, Golden Agri Resources, IOI Corporation, Marcus Evans, MinarMas Plantations, Austindo Nusantara Jaya, and many others.	More than 100 oil palm estates have been involved in dialogues between the District of Kutai Timur and oil palm estates in the District facilitated by the KalFor Project in 2019 including PT. SMART Agro, PT. ASMR, and others. Private sectors support the sustainability of Community Business development by the Local champions such as PT. GAM in Sempayau Village of Karangany District, East Kalimantan. KalFor also facilitated the MoU on incentive for community from private sector as follows: In Sintang (PT. Kencana Alam Permai and PT. Dharma Satya Nusantara), Ketapang (PT. Sandai Makmur Sawit and PT. Sepanjang Inti Surya Mulia), and East Kutai (PT. Sumber Kharisma Persada, PT. Sinar Bumi Wijaya, PT. Ganda Alam Makmur, PT. Etam Bersama Lestari, and PT Indexim Coalindo).
Universities	There is no roles and responsibilities per ProDoc yet.	The involvement of universities (university research institutions) in this project is very strong, especially in providing various study supports, including academic reviews prior to the issuance of the Governor's decree, Regent's decree, or other official policies. Several universities supporting the Kalfor project include Mulawarman University, IPB University, Tanjung Pura University, International Islamic University of Indonesia, Muhammadiyah University, Antakusuma University, Kapuas University, STIPER East Kutai, Gadjah Mada University, STIPER Ketapang, LP4W IPB, Sri Institute, Wageningen University, Padjadjaran University, Parahyangan University, Sangatta Agriculture High School, Panca Bakti University, and others.

Project Finance and Co-finance

GEF Trust Fund

159. In the Project Document (ProDoc), the total committed funding for the KalFor project amounts to USD 59,050,000. This includes USD 9,000,000 from the GEF Trust Fund and USD 50,050,000 in co-financing from the Ministry of Environment and Forestry (MoEF) (USD 50 million) and UNDP (USD 50,000).
160. Of the total GEF funding (CDR data), USD 1,925,126 (The revision from the Project Document (ProDoc) amounts to USD 1,838,000) is allocated to Component 1 and Outcome 1, focusing on Forest Area Planning. Component 2 and Outcome 2, aimed at Demonstration of Strategy, receive USD 3,866,308 (The revision from the ProDoc amounts to USD 3,839,000). Component 3 and Outcome 3, supporting the Incentive Mechanism, are funded with USD 2,039,482 (The revision from the ProDoc amounts to USD 2,069,000). Component 4 and Outcome 4, dedicated to Knowledge Management, are supported by USD 744,084 (The revision from the ProDoc amounts to USD 828,900). The project management cost is USD 425,000 (The budget is the same as stated in the ProDoc), covering contractual services for individuals (including staff costs), equipment, supplies, rental and maintenance, communication, and other project services.

Table 16: Annual Budget vs. Expenditure

Year	Budget Prodoc (USD)	Expenditure System (USD)	Total Exp (USD)	Delivery Rate
2018	1.000.000,00	376.416,72	376.416,72	38%
2019	1.896.374,00	1.818.827,85	1.818.827,85	96%
2020	1.777.000,00	1.341.531,65	1.341.531,65	75%
2021	1.842.600,00	1.337.819,04	1.337.819,04	73%
2022	1.030.400,00	1.503.368,24	1.503.368,24	146%
2023	757.126,00	1.450.195,83	1.450.195,83	192%
2024	696.500,00	1.040.495,60	1.040.495,60	149%
	<i>Remaining unspent budget</i>	-	131.345,07	
TOTAL	9.000.000,00	8.868.654,93	9.000.000,00	99%

Table 17: Proposed budget in ProDoc design vs. Expenditure per component

#	Components	ProDoc design (USD)	Total Expenses (USD)
1	Component 1	1.925.126	1.800.757,27
2	Component 2	3.866.308	3.452.023,29
3	Component 3	2.039.482	1.596.617,19
4	Component 4	744.084	659.087,01
5	PMC	425.000	337.788,10
	TOTAL	9.000.000	7.846.272,86

161. From the total available budget, by the end of 2024, 99% of the funds had been utilized, leaving a

remaining budget of USD 131,345.07, with a total of USD 8,868,654.93 already spent. The Combined Delivery Report (CDR) from 2018 to 2023 indicates that USD 7,828,159.33 was utilized from PIMS up to 2023. During the project's initial year (2018), budget utilization was relatively low, at only 38% of the allocated funds. As the project progressed, annual budget utilization ranged between 73% and 192%. Notably high utilization rates occurred in 2022 (146%), 2023 (192%), and 2024 (149%).

162. The significant increase in budget utilization from 2022 to 2024 was due to addressing the impact of the relatively lengthy FPIC process, the effects of the COVID-19 pandemic, during which many staff were unable to conduct field visits and meetings were held online at very low costs (resulting in relatively low budget spending before 2022), and the management's need to accelerate project achievements.

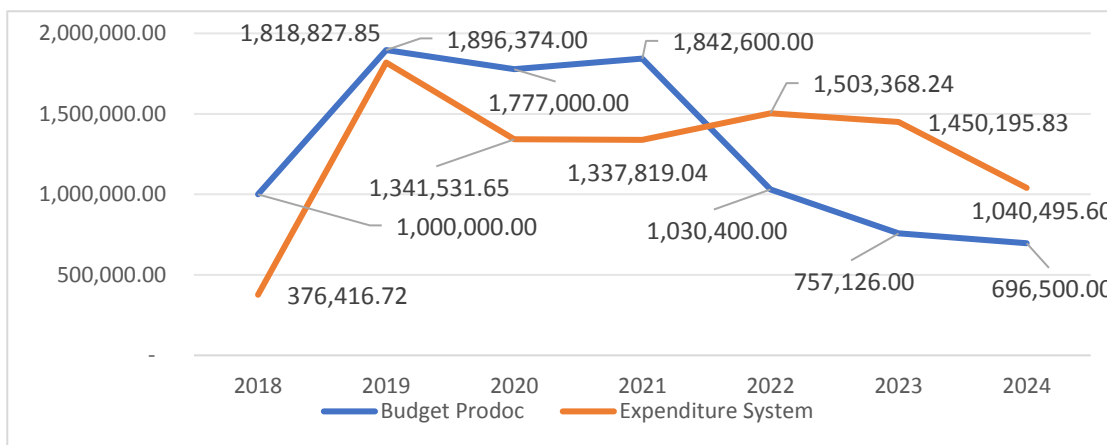


Figure 7: The absorption of funds based on the ProDoc design, and expenditure per year

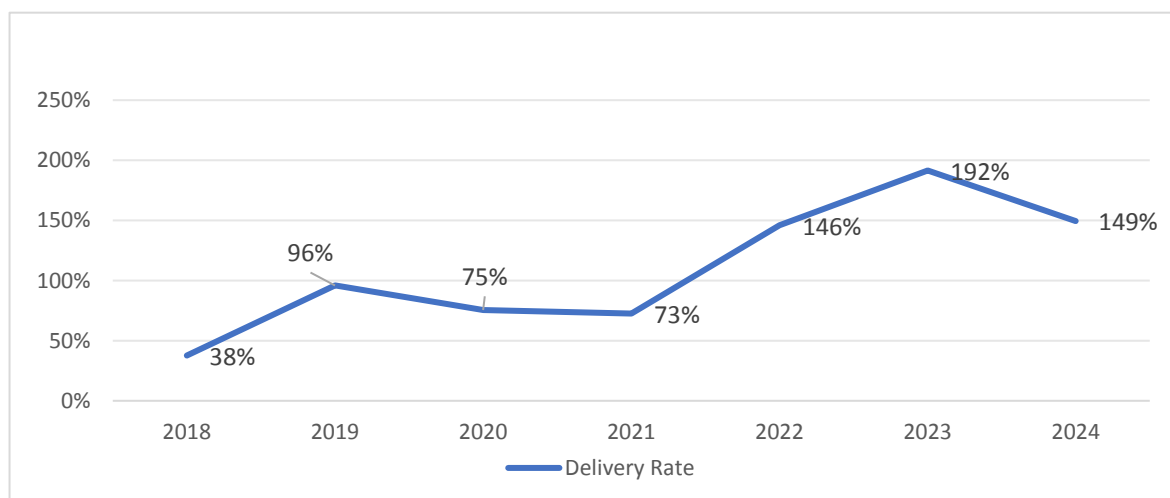


Figure 8: The delivery rate per year for fund usage refers to the percentage of the allocated budget

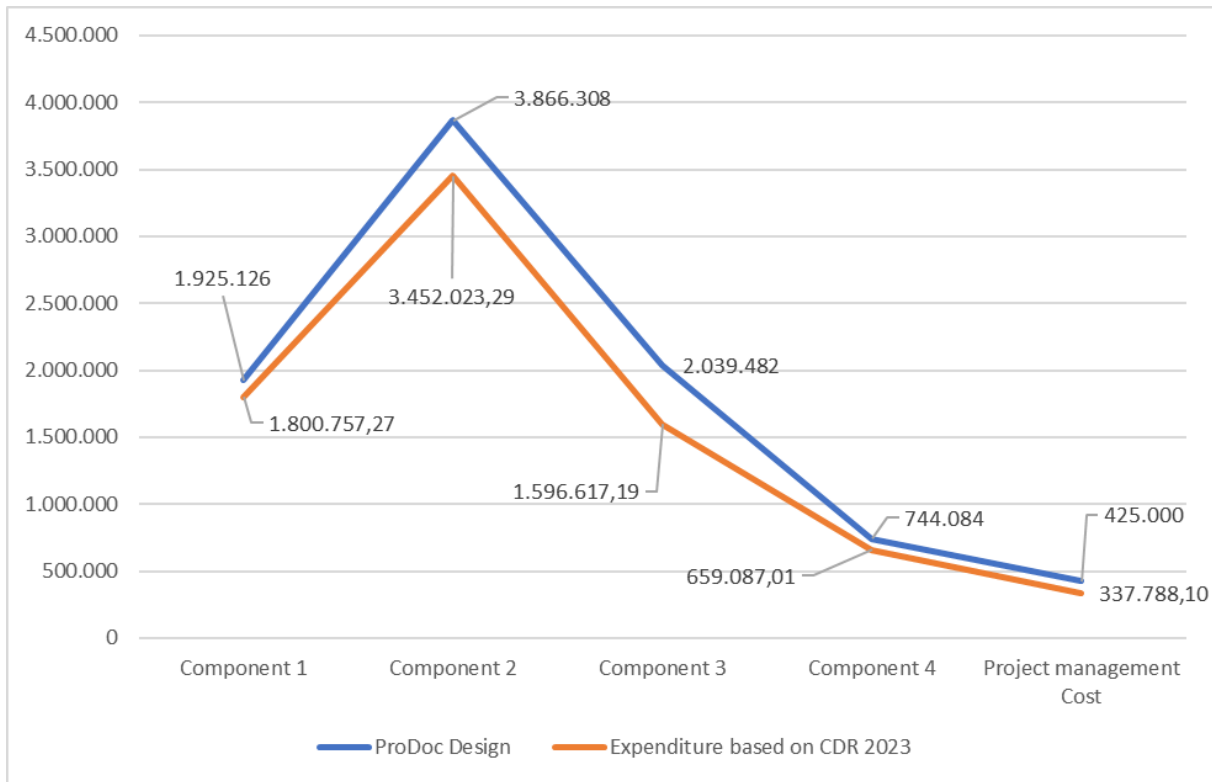


Figure 9: Illustration of the budget in the ProDoc Design and expenditure per component and PMC from 2018 to 2023

163. The comparison between the ProDoc design per component and PMC with the actual cost based on the expenditure calculation from the CDR 2023 shows synergy in fund utilization. The expenditures for each component are as follows:

- Component 1: Forest Area Planning – USD 1,800,757.27
- Component 2: Demonstration of Strategy – USD 3,452,023.29
- Component 3: Incentive Mechanism – USD 1,596,617.19
- Component 4: Knowledge Management – USD 659,087.01
- PMC – USD 337,788.10

These figures reflect the actual expenditure for each component and the Project Management Component (PMC) as of 2023, demonstrating a aligned and at least efficient use of the allocated funds throughout the project.

Co-financing

164. The total co-financing budget amounts to IDR 930,444,188,632 or approximately USD 61,153,085 (at an exchange rate of 1 USD = IDR 15,215). This funding is comprised of contributions from the Central Office of PKTL totaling IDR 484,941,659,118 (52%) and from BPKH, representing branch offices in Kalimantan provinces or working areas, totaling IDR 445,502,529,514 (48%).

165. The Central Office funding is sourced from the Setdikjen PKTL, Directorate of RPP, Directorate of PPKH, Directorate of IPSDH, and Directorate of PDLKWS. Meanwhile, the branch office funding is contributed by BPKH Pontianak, BPKH Samarinda, BPKH Banjar Baru, and BPKH Palangkaraya.

Table 18: Description of co-financing for the 2017–2023 period from the Ministry of Environment and Forestry (MoEF) through the Directorate of Forestry Planning and Environmental Governance (PKTL)

	2017	2018	2019	2020	2021	2022	2023
Central Office of PKTL	27.415.909.096	66.227.371.523	35.958.315.376	48.475.359.418	104.726.815.499	127.387.194.000	74.750.694.206
Field or Branch Office	42.437.248.216	106.799.741.423	60.925.066.305	63.635.463.933	19.567.668.204	102.293.333.000	49.844.008.433
BPKH Pontianak	11.116.440.531	30.865.793.100	17.075.958.113	14.503.361.394	4.626.376.952	21.916.908.000	7.413.682.690
BPKH Samarinda	12.770.529.388	20.381.194.474	13.838.703.351	12.869.893.524	5.965.873.638	25.150.464.000	9.184.004.685
BPKH Banjarbaru	11.053.834.766	22.664.480.480	14.491.799.787	13.808.715.568	5.540.624.005	34.226.312.000	10.505.349.597
BPKH Palangkaraya	7.496.443.531	32.888.273.369	15.518.605.054	22.453.493.447	3.434.793.609	20.999.649.000	22.740.971.461

Table 19: Total budget for co-financing 2017–2023 and the percentage contributions from the central office and branch offices.

	Total budget (IDR)	% budget
Central Office of PKTL 2017 - 2023	484.941.659.118	52
Field or Branch Office _ BPKH	445.502.529.514	48
Sum of Budget	930.444.188.632	100
in USD (1 USD=IDR 15,215)	USD 61,153,085	

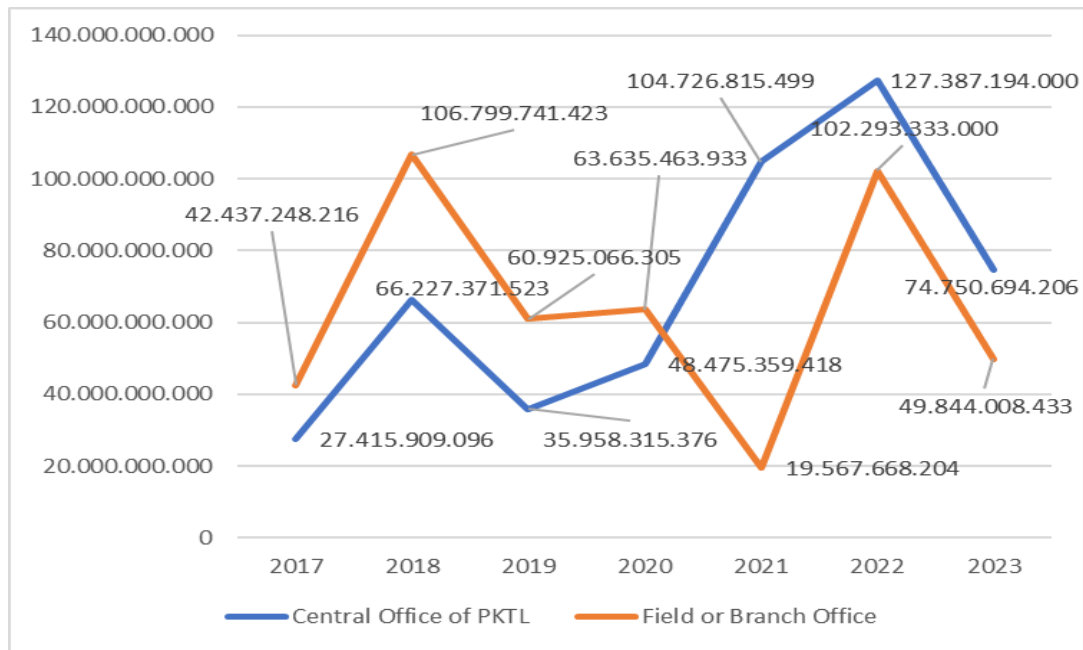


Figure 10. Flow of Co-financing per Annual Year between the Central Office of PKTL and Branch Office - BPKH for 2017–2023

166. The flow of co-financing since 2017 is illustrated in Figure 10, showing relatively smaller contributions from the Central Office of PKTL compared to BPKH during 2017–2020. However, from 2021–2023, the Central Office's funding surpassed that of the Branch Offices, particularly in 2021–2022.

Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E**Monitoring & Evaluation overall rating:****HIGHLY SATISFACTORY****Evidence**

- ✓ M&E plan in ProDoc was comprehensive and satisfactory
- ✓ PIRs were completed candidly and used constructively with appropriate use of evidence
- ✓ Reporting was comprehensive, timely and showed traceability between different reporting templates
- ✓ Issues and risk management not done on quarterly basis (QMR) based on UNDP POPP per the ProDoc after 2020 but semi-annually via PPRs and annually in the PIR, Although the quarterly reports were modified into a matrix table format, they did not include risk assessment.

Monitoring & Evaluation design at entry overall rating:**HIGHLY SATISFACTORY**

167. Part IV of the Project Document "Monitoring and Evaluation Plan and Budget" Framework' in the ProDoc outlines the standard M&E activities, based around:

- Inception workshop and report
- Measurement of Means of Verification for Project Purpose Indicators;
- Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis);
- Annual and Achievement Reporting (ARR and PIR);
- Quarterly progress reports;
- Monthly progress reports;
- Issues and risk logs;
- CDRs;
- Periodic site visits;
- MTR (independent);
- TE (independent);
- Project Terminal Report (prepared by the project team);
- Compilation of lessons learned;
- Relevant GEF Focal Area Tracking Tools and Scorecards;
- Audit.

Monitoring & Evaluation at implementation rating:**HIGHLY SATISFACTORY**

168. Monitoring was put in place for most components of the Project, with adequate budget allocated. The Project followed the M&E plan reasonably well. It has also followed the different milestones and monitoring, and evaluation tools established in the Project Document (ProDoc) such as the Strategic Results Framework (SRF), Annual Workplan and Budget, M&E Plan, Capacity Development and GEDSI scorecards. In summary:

- The project inception workshop was held 25 to 26 April 2018 and an inception report was prepared;

- Standard quarterly progress reports were completed regularly until the second quarter of 2020, after which they were no longer prepared. Subsequently, the team prepared quarterly reports in the form of a report matrix until 2024, which included activities, achievements, and recommendation tables;
- PIRs were completed according to schedule in 2019, 2020, 2021, 2022, 2023, and 2024. Reporting in these was realistic and of very high quality, supported by evidence. They were used by the PMU, UNDP Indonesia Country Programme Officer, and RTA to highlight issues that required attention (such as delays with M&E or budgets and emerging risks). Financial reporting of GEF funds was provided in the PIRs, including cumulative GL delivery against the total approved amount (in the ProDoc), cumulative GL delivery against expected delivery for the year, and cumulative disbursement as of the actual date. Co-financing was only mentioned at a global level, with no analysis of expenditures by type, including in-kind contributions.
- Regular site visits were conducted until the COVID-19 emergency restrictions were imposed; afterward, coordination shifted online. However, operations at the provincial and district levels continued smoothly due to the role of the SekBer, including focal points and regional facilitators.
- In line with the M&E plan, independent audit firms were engaged to perform spot checks and micro-assessment reports on the fund disbursement procedures of the IP and UNDP Indonesia Country Office. The TE consultant team reviewed two spot check reports and one micro-assessment report.
- The GEF Operational Focal Point (OFF) was informed about project progress and reporting through participation in Board meetings but did not contribute to PIR reporting.
- An MTR was conducted, though some recommendations were not accommodated, and there was a shift in scope, particularly within Component 3. There were minor shortcomings in M&E implementation and adaptive management.
- Attendance reports for several project activities included gender breakdowns, with significant gender engagement observed in the SRF.
- The project’s MTR was completed in June 2021. The Adaptive Management section summarized several MTR recommendations and management responses.
- Formal monitoring of environmental and social risks identified through UNDP’s SESP was minimal.
- Overall, PIR ratings were generally consistent with MTR and TE findings.
- The Project Board did not engage in day-to-day M&E activities but reviewed the MTR, endorsed the management response, and approved revisions to several indicators and targets that were ultimately not implemented.
- In the field, monitoring and evaluation were conducted at the Regional Facilitator level through field visits and discussions as part of M&E activities. Activity reports were identified for the 2022–2023 period. Based on interviews, the facilitation process was highly intensive, as reflected in the development of Component 1, which was comprehensively designed with the involvement of various stakeholders. The monitoring process was evident in regional governments’ promotion of forest maps in APL areas through a series of documents on land cover conditions outside forest zones. This initiative has been adopted by three provincial governments through policies and regulations.
- For Component 2, the facilitation, monitoring, and evaluation process resulted in various technical decisions, including granting forest status within APL areas through regulations at district and village levels. This was evidenced by several decrees issued by governors, district heads, and village chiefs, representing tangible outputs of the project.
- The baseline for incentive mechanisms was developed through an economic valuation assessment. However, the assessment lacked detailed breakdowns of activities, commodities,

target area feasibility, and cash flow projections for incentive mechanisms. The connection between the economic valuation and site-level initiatives was also minimal.

- As part of evaluating project results and outputs, KalFor facilitated various media campaigns and awareness initiatives, promotional materials, and innovative lesson-sharing initiatives, leveraging online services for knowledge management. To date, KalFor's promotional, communication, and knowledge management media are considered high-level initiatives.
- Overall, implementation/oversight by UNDP and execution by the Implementing Partner have been effective, particularly in project implementation, coordination, and addressing operational issues.

Overall Project Implementation / Execution rating:

HIGHLY SATISFACTORY

Evidence

- ✓ UNDP project supervision and support to the IP and Project were generally effective, with only minor challenges during the turnover of NPD and staff.
- ✓ MoEF / PKTL demonstrated strong ownership and made significant contributions to the institutionalization of Outcomes 1 and 2 of the Project.
- ✓ Local governments (Bappeda, DLHK, Agriculture Department) also showed strong ownership and made substantial contributions to all components of the project.
- ✓ The PMU's management arrangements, particularly the leadership of the NPD, programme, and project managers, were notably strong and played a key role in the success of the project.
- ✓ Strong exit/transition planning was in place to ensure sustainability.
- ✓ Co-financing was recorded annually from 2017 to 2023 based on official letters by MoEF.
- ✓ There was strong collaboration and cooperation with ICSSOs and other implementing partners, contributing to the sustainability of the initiatives.

UNDP Implementation/Oversight rating:

HIGHLY SATISFACTORY

169. The adequacy, quality, and timeliness of UNDP oversight and supervision were generally good. During the TE consultation process, feedback from stakeholders was generally very positive.
170. To reduce risks associated with the frequent changes and turnover of NPDs, UNDP and the PMU developed new communication strategies and approaches for the NPD. Several commitments from previous NPDs were communicated by UNDP and the PMU along with the introduction of new institutions, management, and projects. No significant disruptions were reported from this situation.
171. Annual reporting through PIR and PAR was realistic and used as a tool to identify emerging issues and implement adaptive management. However, as previously mentioned, follow-up on issues raised through the PIRs was often inadequate. Quarterly progress reports and PARs were consistent, focusing on output details and progress towards outcomes. However, the quarterly progress reports had different formats and did not include risk assessments.
172. UNDP provided consistent delivery support throughout the Project and emphasized a results-based focus, evident in the progress made and exemplary reporting on indicators. UNDP facilitated the translation of the ProDoc vision into implementation and was responsive to significant implementation issues, applying appropriate adaptive management responses. The quality of reporting and supporting statements with evidence was outstanding, and risk management was well-executed throughout the Project. New risks were added to the register and monitored annually as part of the PIR process. Some challenges were reported by partners regarding working with UNDP's

administrative and financial rules and procedures.

173. Financial management, support, and oversight, including the transition to the reporting system, went smoothly, although it took a long time in terms of document preparation and fund transfers, especially for activities involving local governments through focal points.

Implementing Partner execution rating:

HIGHLY SATISFACTORY

174. The project experienced delays due to the Free, Prior, and Informed Consent (FPIC) process and project administrative systems, which caused some activities to fall behind schedule. However, the process eventually progressed, including cooperation with project implementers. During the first year of project operation, a mapping exercise was conducted as part of the baseline data collection in the four pilot districts. In collaboration with the Implementing Partner (IP), comprehensive baseline data development was carried out.
175. In the early stages of the project, collaboration was established with the Implementing Partner (IP) concerning coordination and communication through the Directorate General of Forest Protection and Nature Conservation (Ditjen PKTL) for national level engagement, involving six ministries and nine institutions across three target provinces. Official partnerships between the national government and provincial governments were established by the project. Each province appointed a government institution to serve as the focal point for hosting the project at the provincial level, with three provincial institutions directly engaged with the project in each province.
176. Results of stakeholder interviews reinforced perceptions of an IP that has clearly demonstrated vision and leadership and to delivering results. This was made possible and enabled by an engaged and active NPD. the IP also nurtured an appropriate environment in which the PMU was based and the Project's management arrangements could flourish.
177. Implementation was effectively organized through one PMU at central level and four regional facilitator's at the district level. At the district level, CSOs and universities were selected to execute the activities on-the-ground based on their experience and previous engagement with the NPs. There was very strong ownership from both NPs and CSOs alike which resonated in strong delivery.
178. The PMU, together with regional facilitators and focal points, demonstrated strong coordination and communication related to multi-agency partnerships, driving multi-stakeholder collaboration in the target provinces to facilitate the building of partnerships between IPs in line with the project targets. The most prominent achievement of the IP was related to academic studies mapping the remaining forests or High Conservation Value (HCV) areas, including biodiversity within APL (non-forest areas), which served as the basis for local governments to establish policies on the remaining forests in these areas. The IP also played a significant role in encouraging governors and regents to formalize these policies through official decrees or regulations. Additionally, the IP actively participated at the grassroots level by preparing communities to identify remaining forests, conducting assessments of these forests based on land status and connectivity with company concessions, identifying and selecting ecosystem services, training and strengthening community institutional capacities, and promoting entrepreneurship and innovation among youth.
179. Based on interviews by the TE consultant, the implementing partner (IP) has developed a sustainability plan for after the KalFor project concludes. The local government has secured funding from the regional budget (APBD) to continue the initiatives started by KalFor, particularly in managing

the remaining forests in APL (non-forest areas) that have been legalized by the governor and regent. At the village level, 6% of the budget in Kotawaringin Barat, West Kalimantan, is allocated to environmental efforts, especially forest cover maintenance. Partner CSOs have introduced entrepreneurship initiatives focused on environmental services, including NTFPs (Non-Timber Forest Products) and ecotourism. Youth groups in Sintang, West Kalimantan, have launched pharmaceutical bioprospecting ventures, and public-private partnerships with banks are supporting mangrove restoration in APL mangrove forests in East Kalimantan, contributing to institutional sustainability goals.

Risk Management, including Social and Environmental Standards (Safeguards)

- 180. Risk analysis was identified in the project risk assessment and risk log outside of the annual UNDP PIRs, even though the M&E plan stated quarterly assessments (Risk assessments were still included in the QMR until the second quarter of 2020); however, the risk level was low, and no budget was allocated for risk mitigation and de-risking the project throughout its implementation.
- 181. When the project was developed, UNDP's requirement was the existence of an ESSP. The ESSP at the CEO endorsement stage identified site-level implementation activities that could have social or environmental impacts in response to the screening questions raised.
- 182. The ESSP was not replaced by a SESP during the project implementation. The TE did not identify any significant issues related to compliance with UNDP's SES.

Table 20: Social and Environmental Standards	
Environment Perspective	
1.2 Are any development activities proposed within a legally protected area (e.g. natural reserve, national park) for the protection or conservation of biodiversity?	
No, instead, this project initiates protection areas in forest zones that are convertible and have not yet been protected for biodiversity conservation, as well as in APL (Non-Forest Areas) that also have not had their forests protected. This initiative has resulted in 670,480 ha being committed for protection in APL, some of which have already received legal protection from local governments.	
Measure	TE Comments
Conservation and rehabilitation of natural habitats, including sustainable community-based forest management pilot activities in the buffer zones of the target PAs.	This project is very strong as a buffer zone supporting the conservation of the Heart of Borneo (HoB) and has implemented the concept of sustainable community-based forest management at the site level by designating forests in APL areas that have been managed by local communities.
Promote a participatory approach to PA management, particularly with regard to sustainable resource use by local communities, and the lessons learned will be evaluated and shared.	An incentive mechanism has been established at this level, resulting in the initiation of forest protection funding at the village level through the EFT scheme. Non-Timber Forest Products (NTFPs) and ecosystem services have also been developed through this project as part of the incentive mechanism.
Social Perspective	
4.1 Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	

The initiation of forest protection in APL areas undoubtedly impacts both the environment and the indigenous communities, particularly the Dayak people. These communities have been managing the forests in their areas, but then corporate concessions entered and took over the land, including the forest. Protecting APL areas, especially those still covered by forests, and granting forest and land management rights to local or indigenous communities, provides them with access to governance over these resources. An example of this initiative can be seen through the Rimba Gupung project in Sintang District.

4.4 Will the proposed project has variable impacts on women and men, different ethnic groups, social classes?

This project has a significant impact on gender, different ethnic groups, and social classes, as it provides access and high-level collaboration between women and men. It facilitates a lesson-sharing process among various community groups across ethnic and social backgrounds. In Central Kalimantan, the initiation of NTFP (Non-Timber Forest Products) and nature-based tourism has encouraged collaboration among women's groups to gain economic alternatives by producing various foods sold to tourists. Multi-ethnic women's groups (Javanese, Banjar, and Dayak) have also developed NTFPs for the tourism sector, creating new opportunities for sustainable income.

Measure	TE Comments
Seek to ensure the fair and equitable involvement of stakeholders, and proactively engage vulnerable social groups including women and ethnic minorities in its community participation activities through an inherently inclusive approach, where they occur in the target landscapes.	This project significantly involves women and people with disabilities as facilitators, experts, and implementers in partnership with CSOs. In fact, three community groups supported by KalFor for NTFP development are entirely composed of women.
For sites implementing REDD+, Village Forest or Ecosystem Restoration Concession activities an FPIC process will be used to ensure meaningful community involvement in these project activities.	FPIC, the initiation and establishment of forests in APL areas, including village forests and GHG schemes endorsed by the governor for incentive mechanisms, are accommodated within this project.

Socio-economic Perspective

8.1 Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets?

Yes, this project has a significant impact on gender groups, enabling them to protect and sustainably manage forests in areas that have been legalized by local governments as community assets. Three provinces and four target districts in Kalimantan have developed legal protection schemes, which are now supported by Law No. 32 of 2024 regarding preserve areas in APL. Accessibility and permits will undoubtedly be granted to the communities, and they will be able to enhance their capacity and knowledge in sustainable forest management.

9.1 Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project?

Yes, generally APL (Areal Penggunaan Lain) is an area designated for various purposes, including settlement and infrastructure development. Therefore, legal protection of this area is crucial before any destructive forest development plans are implemented by the local government. Once the land's legality is confirmed and established, the area becomes legally protected for the long term.

Measure	TE Comments
Seek to establish or strengthen stakeholder participation mechanisms in order to achieve legally recognized, sustainable management of natural resources in buffer zones and to mitigate resource use conflicts as appropriate.	Yes, the project has implemented such mechanisms and it has been done.

<p>Introduce a participatory approach to PA management that will involve awareness raising, environmental education, involvement in management activities, stakeholder representation in site committees, and support for sustainable livelihood activities in suitable locations.</p>	<p>This occurred and solid awareness raising at all levels including knowledge management establishment</p>
<p>In order to mitigate any potential negative impact on local communities' business opportunities, robust mitigation plans for communities who may be adversely affected by project intervention actions will be included within the design of the individual community-based forest management schemes. They will include grievance mechanisms that are specific to the context of the target areas, based on the internationally recognized principles.</p>	<p>The grievance mechanism has been established within a multistakeholder forum, ensuring that community voices are represented. This forum has been set up at the district level as part of the project.</p>

C. Project Results

Progress towards objective and expected outcomes

183. Below is the rating for the achievement of the project objective and three outcomes, with an accompanying evaluation of the achievement against each associated target in the Strategic Results Framework (**Met**, **Partially Met** or **Not Met**).

Overall Objective

Achievement Against the Overall Objective rating:

HIGHLY SATISFACTORY

Indicator Met	Indicator Partially Met	Indicator Not Met		
Table 21: Progress Towards Objective				
Objective: Maintaining forest area. Including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops.				
Indicator	Baseline	End of project target	End-of-project status (level as of November 2024)	TE Ratings and Comment
Indicator 1: Total area of HCV equivalent forest within Kalimantan portions of HoB identified, mapped and with significantly enhanced legal protection due to: (1) reclassification from APL to permanent forest; (ii) removal from convertible forest category or (iii) other legal protections (e.g. within plantation set aside rules, KEE implementation etc.	Baseline estimate to emerge from mapping exercise during year 1 and 2	Increase from baseline of 500,000 ha of HCV-equivalent forest	The total recommended and agreed HCV area according to regulations at the provincial and district levels is 570,649 hectares as of February 2024. Based on this, Forest area management in APL covers 674.899 hectares, with 570,649 hectares of HCV area with an additional 104,251 hectares for non-HCVF areas already recommended. Sources of evidence: <ul style="list-style-type: none"> West Kalimantan: According to Provincial Regulation No. 6 of 2008 for sustainable land management, the HCV (High Conservation Value) initiative covers 99,404 hectares. East Kalimantan: Governor’s Decision No. 525/K244/2022 designates the HCV area as 456,827 hectares. West Kotawaringin: Decree No. 660/1128/D.1/X/2-21 for monitoring and conservation of forest areas in APL (agrees on an HCV area of 14,417 hectares. Governor letter, Regent Letter or head of villages regulation for non - HCVF areas of 	<ul style="list-style-type: none"> The project’s achievements by 2024 have successfully met the target goals. The initiative, which began with FPIC, has proven highly beneficial for local governments, particularly in accelerating the designation of High Conservation Value Areas (HCVA) within APL. Supported by KalFor, this initiative enabled the identification and management of protected and sustainable use areas for communities. Prior to this, local governments lacked the capacity and resources to conduct technical studies and policy reviews on such issues. The impact on local governments, the private sector, and communities has been significant. Local governments have gained knowledge and experience in initiating HCVA within APL, accelerating technical assessments and decision-making by regional leaders, and supporting land governance within communities, often mitigating conflicts with private companies. This initiative has also transformed cross-sectoral coordination between the Ministry of Environment and Forestry (MoEF) and other ministries, such as agriculture and plantations. Previously, there was little to no collaboration on

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

			<p>104,251 hectares including new head of village regulation in Cipta Graha, East Kutai no 3 on 2024 for 4,429 hectares (after 2024 PIR document)</p>	<p>forest governance within APL areas, highlighting a major step forward in integrated land management.</p>
<p>Indicator 2: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.</p>	<p>0 provincial forest and estate crops platforms and 0 multi-province Task Forces</p>	<p>At least 30 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue through 3 provincial platforms and 1 multi province Task Force.</p>	<p>the project went beyond expectations, involving 390 institutions. 8 forums at the provincial and district levels across three provinces Additionally, two cross-provincial task forces were established, involving seven focal points at the provincial and district levels. The project also facilitated the appointment of a Cross-BPKHTL Coordination Team across Kalimantan through the Ministry of Environment and Forestry (MOEF) decree, SK Dir IPSDH No. SK.16-IPSDH-JIGLHK-PLA.1-10-2023.</p> <p>Sources of evidence: The 390 stakeholders or institutions are comprised as follows:</p> <ul style="list-style-type: none"> West Kalimantan: Formation of the Joint Secretariat Forum of the Province, which includes 18 government agencies/institutions, CSOs, associations, and practitioners. Central Kalimantan: Facilitation through existing forums, involving 15 stakeholders from the Province and 15 stakeholders from West Kotawaringin Regency. East Kalimantan: The Sustainable Plantation Forum of East Kalimantan Province, with participation from 50 regional devices, 24 from the private sector/civil society, 10 from CSOs/cooperation institutions, 7 from universities, 5 professionals, and 4 state-owned enterprises. Additionally, facilitation for the establishment of the FKPB (Forum Komunikasi Pengelolaan Bersama or Joint Management Forum) in Kutai Timur, involving 5 institutions with a total of 9 individuals. 	<ul style="list-style-type: none"> The project successfully met its target goals by 2024, even surpassing expectations. This milestone demonstrates the project’s strong implementation and significant outcomes, reflecting its alignment with planned objectives. The multistakeholder forum has had a profound impact on communication and coordination efficiency among stakeholders. With focal points established at both the provincial and district levels, this forum has become a central pillar for managing institutional collaboration, fostering inclusivity and shared ownership. While the level of transformation within conservation and forest area management remains modest, it represents a breakthrough in managing forests within APL (Non-Forest Estate) areas. For stakeholders outside the forestry sector, this transformation is considered highly valuable, especially as it engages new and diverse participants. The collaborative nature of the initiative introduces innovative practices that enhance governance in previously unexplored ways. The collaborative forum has created substantial impact by establishing a platform for cross-sectoral partnerships. These partnerships include government, the private sector, and civil society organizations (CSOs), as well as universities and government agencies. The forum facilitates stronger cooperation, particularly in preparing the legal recognition of forests within APL areas, paving the way for more inclusive and sustainable land management practices.
<p>Indicator 3: Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste</p>	<p>0 additional people</p>	<p>2,000 people benefitting</p>	<p>By 2024, 8,561 people had received benefits through activities implemented by KalFor, bringing the cumulative total of direct and indirect beneficiaries from the beginning of the project to 16,831 people through KalFor’s activities.</p> <p>Sources of evidence:</p>	<ul style="list-style-type: none"> By 2024, the project successfully met its target goals. However, it is important to provide a detailed account of how interventions have directly and indirectly benefited the community, particularly in improving livelihoods. The project should focus on identifying individuals who have experienced tangible economic gains from strengthened livelihood systems, ensuring that

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

			<p>The project provided significant capacity-building benefits through various activities. The "Role of Forests in APL" webinar engaged 498 participants, while benchmarking studies in Malaysia and Java Island involved 111 participants, mainly farmers or plantation workers. Knowledge management training on topics such as gender-based planning, village planning, SESP, community forests, technical guidance, and monitoring techniques reached 1,147 participants. Socialization activities, including FOLUNER SINK, SIGAP, and SIMONTANA, were held across 3 provinces and 4 districts, enhancing stakeholder understanding. Additional studies focused on Forest Fire and Biodiversity modules, particularly in East Kalimantan. Furthermore, community mentoring involved 1,806 individuals in 13 villages of Cluster 1 and 192 individuals in 12 villages of Cluster 2, across 4 districts, further strengthening local capacity.</p>	<p>training activities and participants included in reporting are directly relevant to these outcomes.</p> <ul style="list-style-type: none"> • The project operated effectively at both the policy and site levels. Through partnerships with CSOs, it implemented HCVA protection and governance, as well as forest management in APL areas. This included promoting environmental services and Non-Timber Forest Products (NTFPs), benefiting many community members. These efforts have successfully integrated sustainable practices into local governance and livelihood enhancement strategies. • A key achievement of the project lies in its contribution to human resource development. It enhanced skills in mapping and area assessments, particularly strengthening the competencies of the Directorate of PKTL, with outputs such as trained drone pilots and increased procurement of drones by local governments. Capacity-building efforts extended to CSOs and communities through training and study exchanges, equipping participants with monitoring techniques, including those for forest and land fire management. • The project demonstrated a snowball effect in developing environmental services. For example, initiatives in nature-based tourism motivated local governments to allocate funds for tourism infrastructure and increased CSO memberships. Youth groups emerged as key drivers of innovation, effectively collaborating with the private sector to support forest restoration initiatives, including the establishment of startups. These efforts underscore the transformative potential of engaging youth in sustainable development strategies.
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Achievement Against the Outcome 1 rating:

HIGHLY SATISFACTORY

Table 22: Progress Towards Outcome 1				
Component 1: Mainstreaming of forest ecosystem service and biodiversity considerations into national and provincial policies and decision-making processes for forest area planning and management				
Outcome 1: Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decisions, and management actions at national and provincial (West, Central and East Kalimantan) levels				
Indicator	Baseline	End of project target	End-of-project status (level as of November 2024)	TE Ratings and Comment
<p>Outcome Indicator 1.1. Number of national and/or provincial-level policy and regulatory changes.</p>	<p>Baseline 1.1. 0 policy and regulatory priorities realized</p>	<p>EoP Target 1.1 At least 6 changes, including: (1) rules regarding oversight of high biodiversity multiple-use forest landscapes, (2) national and provincial concession-granting processes, (3) regulations governing land classification, including “abandoned lands” regulations, (4) establishment of a mechanism to promote use of degraded lands by estate crops sector.</p>	<p>KalFor has facilitated experts and discussions for academic and technical studies, resulting in the signing of 21 regulations at the national and provincial levels, and drafting 3 regulations</p> <p>Sources of evidence: At the national level, key policies like the Omnibus Law (no. 11/2020), forestry management regulations, and forest moratoriums were developed to strengthen sustainable practices in the forestry sector. These efforts included detailed studies and technical inputs that enhanced policy frameworks on conservation and sustainable land use.</p> <p>At the provincial level, KalFor contributed to regulations in West, East, and Central Kalimantan, focusing on high conservation value (HCV) areas, urban forests, and community forests. Examples include Governor regulations on HCV management and community participation in sustainable land-based business. KalFor also supported drafting new policies, such as incentive mechanisms for environmental protection and strategic activities funded by profit-sharing schemes.</p> <p>In West Kalimantan, regulations clarified procedures for protecting conservation areas and introduced community monitoring systems, while in East Kalimantan, guidelines for plantation HCV areas and maps of conservation zones were established. Central</p>	<ul style="list-style-type: none"> By 2024, the project has achieved and even surpassed its target goals. The Directorate of PKTL now has enhanced capacity and authority to provide input, guidance, and expertise for national forest spatial planning. The KalFor project has been instrumental in strengthening governance and management of forests at the provincial and district levels, particularly in areas under local jurisdiction (APL). This includes facilitating regulations that integrate cross-jurisdictional protection for forests in APL. The processes established through the project have significantly influenced national policy transformation. This culminated in the adoption of a national legal framework through Law No. 32 of 2024, which provides a legal basis for preserving forest areas in APL—something that was previously unregulated at the national level. The project’s impact is evident at both national and local levels, as it has supported the legalization of forest areas in APL across provinces, districts, and villages. This legal recognition was achieved through the enactment of Law No. 32 in 2024. Notably, the term “forest” can now officially be used in the context of legalizing HCV areas or forests in APL. Previously, this terminology could not be applied, underscoring the transformative impact of the KalFor initiative.

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

<p>Outcome Indicator 1.2 Area of High Conservation Value (HCV) forests located within the three participating provinces and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections.</p>	<p>Baseline 1.2 Forested APL, including HCV areas, has few enforceable or enforced legal or regulatory protections and is therefore subject to high level concession</p>	<p>EoP Target 1.2 At least 250,000 ha of HCV currently categorized as APL or convertible forest is either reclassified as permanent estate crop or subject to new and enforceable regulatory protections as forested APL. Areas to be prioritized based on factors including ongoing provision of critical ecosystem services and related risk of environmental damages (peat fires, etc.).</p>	<p>Kalimantan saw drafts for urban forest and community forest management.</p> <p>KalFor has facilitated regulations to conserve forests in APL in HCVF areas, resulting in a total protected forest area with HCVF across 3 provinces amounting to 570,649 hectares, exceeding the final target of 250,000 hectares.</p> <p>Sources of evidence:</p> <ul style="list-style-type: none"> ● Provincial Regulation of West Kalimantan No. 6/2018 sets the framework for sustainable land-based business management. Supporting regulations include: <ul style="list-style-type: none"> a) Governor Regulation No. 60/2019 on procedures for determining conservation areas. b) Governor Regulation No. 115/2020 on protection management and assistance. c) Governor Regulation No. 137/2020 on community participation in conservation supervision. d) Governor Regulation No. 139/2020 on guidelines for imposing administrative sanctions in sustainable land-based businesses. e) Based on the 2021 Indonesian Palm Oil Statistics, West Kalimantan's oil palm plantations cover 1,420,060 ha, with 7% or 99,404 ha identified as conservation areas. ● Kutai Timur Regency Decision No. 525/K.498/2022 protects High Conservation Value (HCV) areas within plantation zones, covering 456,827 ha. ● Kotawaringin Barat Regency Letter No. 660/1128/DLH.1/X/2021 focuses on monitoring and securing forested areas in APL. Of 17,316 ha, 2,899 ha are designated as Open Green Space, while the remaining 14,417 ha are identified as potential HCV forest areas. 	<ul style="list-style-type: none"> ● By 2024, the project has met and even exceeded its target goals. Local governments, universities, and CSOs have benefited significantly from this achievement, as the process of identifying studies, selecting processes, and submitting proposals to the Governor or Regent was time-consuming and often conflicted with the private sector. ● After the designation of HCV areas in government policies, the status of remaining forests became clearer, causing various parties to step back from exploiting or converting these areas, with the private sector now required to comply with these regulations. ● The impact has been a significant policy transformation, where what was once seen as irrelevant or ambiguous—particularly within the MoEF, local governments, and CSOs—has now been clarified. The initiation of OECMs (Other Effective Area-based Conservation Measures) or KEE (Kawasan Ekosistem Esensial) is no longer ambiguous in policy, as the MoEF has driven this for biodiversity protection areas outside of conservation areas. There has been a shift in the private sector's mindset, leading some palm oil plantations to release portions of their land for conservation.
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Component 2 and Outcome 2

Achievement Against the Outcome 2 rating:

HIGHLY SATISFACTORY

Table 23: Progress Towards Outcome 2				
Component 2: Development and demonstration of strategies for integrating forest area planning, management and conservation with estate crop spatial planning and management across four districts of Kalimantan (Ketapang, Sintang, Kota Waringin Barat, and Kutai Timur) and at target landscapes within those districts				
Outcome 2: Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop.				
Indicator	Baseline	End of project target	End-of-project status (level as of November 2024)	TE Ratings and Comment
Outcome Indicator 2.1 Tons of CO ₂ e emissions avoided within the three Kalimantan provinces	Baseline 2.1. 0 additional tons of CO ₂ e avoided	EoP Target 2.1. 24.16 million tons CO ₂ e emissions projected to be avoided through landscape-level demonstrations	<p>By the project, In total, there is a potential to avoid 71.5 million tons of CO₂e emissions across 197,152 hectares, contingent on the full implementation of the Rimba Gupung regulation.</p> <p>Sources of evidence:</p> <p>By various regulations, including Sintang Regent Regulation No. 122/2021, which supports ecotourism and customary forest designation. So far, 142,302 hectares have been secured, successfully avoiding 51.6 million tons of CO₂e emissions. Additional efforts at the village level, backed by legal instruments such as Regent Decisions in Sintang, have conserved 1,427 hectares, preventing 517,531 tons of CO₂e emissions. These initiatives highlight the importance of community-driven proposals and local regulations in achieving emission reduction targets.</p>	<ul style="list-style-type: none"> • The achievements by 2024 have met the project target goals based on the calculation of all areas initiated under the Rimba Gupung status in Sintang. This reflected the effectiveness of the project in mitigating climate change through large-scale conservation efforts. These efforts contribute to both local environmental protection and global climate change mitigation. • The transformation brought about by the KalFor project lies in its ability to integrate local community involvement and legal frameworks, such as Regent Decisions, in driving conservation efforts. The project has helped shift local governance practices, empowering communities to propose and implement regulations that support sustainable land use and carbon reduction. • As an agent of change, the KalFor project has catalyzed the creation of key regulations and fostered collaboration between government, local communities, and other stakeholders. By securing vast areas of land for conservation and preventing deforestation, the project has demonstrated how cross-sector cooperation and local leadership can achieve meaningful climate action and sustainable development.

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

<p>Outcome Indicator 2.2 Area of High Conservation Value (HCV) forests located within the four demonstration landscapes and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections.</p>	<p>Baseline 2.2 Forested APL, including HCV areas, has few enforceable or enforced legal or regulatory protections and is therefore subject to high levels of conversion</p>	<p>EoP Target 2.2 At least 30,000 ha of HCV currently categorized as APL or convertible forest is either reclassified as permanent estate crop or subject to new and enforceable regulatory protections as forested APL. Areas to be prioritized based on factors including ongoing provision of critical ecosystem services and related risk of environmental damages peat fires, etc.).</p>	<p>Currently, there are 131,899 hectares of HCVF particularly in the palm oil plantations at the district level that are protected by regulations facilitated by the KalFor project.</p> <p>Sources of evidence:</p> <ul style="list-style-type: none"> • 26,330 hectares under the Regent Letter of Sintang on Conservation Areas in Palm Oil Permits, 39,320 hectares via the Circulation Letter of Ketapang on HCV Area Data Collection, • 14,416 hectares secured through the Regent Letter of Kotawaringin Barat on monitoring forested areas in APL • 48,934 hectares under the Regent Decision of Kutai Timur on protecting HCV in plantation areas. 	<ul style="list-style-type: none"> • The achievements by 2024 have met the project target goals. The impact of these efforts is significant, as they directly contribute to protecting biodiversity and preventing deforestation in critical areas. The protection of HCVF areas helps reduce environmental degradation, ensures the preservation of ecosystems, mitigates land conflicts between communities and the private sector, and supports carbon storage, which aligns with broader climate change mitigation goals. • The transformation brought by this project is the shift in local governance and business practices to prioritize conservation. By facilitating regulations and agreements at the district level, the KalFor project has integrated environmental protection into the operational frameworks of palm oil plantations, making conservation a legally recognized and essential component of land management. • As an agent of change, the KalFor project has influenced local governments to adopt and enforce regulations that protect HCVF areas. Through this process, it has fostered a culture of environmental responsibility among local governments and private sector stakeholders, demonstrating that collaborative actions can lead to sustainable land management practices.
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Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

<p>Outcome Indicator 2.3 Local institution capacity (Note: Baselines and targets to be determined during year 1)</p>	<p>Baseline 2.3 Ketapang KPH: # Sintang KPH: # Kota Waringin Barat KPH: # Kutai Timur KPH: #</p>	<p>EoP Target 2.3 Ketapang KPH: # Sintang KPH: # Kota Waringin Barat KPH: # Kutai Timur KPH: #</p>	<p>During the 6 years of implementing KalFor, the local parties have collaborated, including with 9 Forest Management Units (KPH) that play a crucial role in cooperation with district governments to protect forests in the Production Forest Area (APL). These are:</p> <ul style="list-style-type: none"> • Sintang Regency: a. North Sintang Forest Management Unit (KPH Sintang Utara) b. East Sintang Forest Management Unit (KPH Sintang Timur) c. Melawi Forest Management Unit (KPH Melawi) • Ketapang Regency: a. North Ketapang Forest Management Unit (KPH Ketapang Utara) b. South Ketapang Forest Management Unit (KPH Ketapang Selatan) • West Kotawaringin Regency: a. West Kotawaringin Forest Management Unit (KPH Kotawaringin Barat) • East Kutai Regency: a. Bengalon Forest Management Unit (KPH Bengalon) b. Kelinjau Forest Management Unit (KPH Kelinjau) c. Manuba Forest Management Unit (KPH Manuba) 	<ul style="list-style-type: none"> • The KalFor project has greatly benefited local stakeholders by facilitating collaboration between district governments and Forest Management Units (KPH). This collaboration has strengthened forest protection, especially in Production Forest Areas (APL), ensuring sustainable forest management and effective conservation practices. The involvement of KPHs has improved forest monitoring, provided knowledge on forest governance to non-forest stakeholders, enhanced forest governance, and promoted ecosystem services that are vital to local communities. • The project has had a significant impact on the mindset of the Ministry of Environment and Forestry (MoEF) at the provincial and district levels, where they previously hesitated to be involved in forest management in APL due to concerns about cross-jurisdictional issues. However, with the initiative of KPHs, who are encouraged by local government leaders to take action in APL areas, a major transformation has occurred in terms of cross-sector collaboration. • Due to the absence of clear baselines and quantitative targets, the implementation of this initiative is considered successful based on achievements that align with expectations.
<p>Outcome Indicator 2.4 No. of district-level forest safeguarding plans approved and endorsed by key stakeholders</p>		<p>End of Project Target 2.4 Plans covering an estimated 3.7 million ha of forest, 416,000 ha of which are currently outside of the estate crop.</p>	<p>Based on the cumulative achievement of this outcome, 90% of the Final Project target has been reached, with approximately 21,497 hectares of protected forest areas added during the reporting period. This brings the total cumulative Forest Area Protected by Law (APL) across three provinces to 674.899 hectares.</p> <p>Sources of evidence:</p> <p>Overall, forest status regulations (HCVF and non-HCVF) issued by governors, district heads, and village heads incorporate the concept of safeguard plans within their regulatory documents as follows:</p> <ol style="list-style-type: none"> a) Commitments and agreements for forest protection. b) Agreements and commitments to sustainable forest management, emphasizing protection and utilization. c) Forest monitoring aspects. 	<ul style="list-style-type: none"> • This initiative and its implementation met the target goals. The addition of 21,497 hectares of protected forest during this period, bringing the total to 674,899 hectares, has provided stronger legal protection against deforestation and degradation. This progress reflects the success of integrating safeguard plans into regulations by governors, district leaders, and village heads, creating a structured and inclusive approach to forest management. These efforts have empowered communities through the establishment of forest monitoring teams and patrol groups, increasing local participation and strengthening conservation efforts at the grassroots level. • The project has also improved disaster prevention and management through training and participatory planning with Community Fire Management Teams (MPA), reducing risks to forests and nearby communities. By

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

			<p>d) Human resources assigned as forest monitors.</p> <p>e) Measures for disaster prevention and forest fire management.</p> <p>f) Coordination and communication aspects for forest protection efforts.</p> <p>g) Administrative sanctions.</p> <p>h) Some village regulations are supplemented by village ordinances to establish forest monitoring teams or community patrol teams.</p> <p>i) KalFor supports fire prevention efforts by collaboratively developing participatory plans with MPA (Community Fire Management Teams) and conducting MPA training in target forest protection areas within APL.</p>	<p>embedding forest protection commitments into policies, the initiative has enhanced forest governance, supported sustainable management, and promoted ecosystem conservation.</p> <ul style="list-style-type: none"> Involving local communities in regulatory processes including fire prevention has fostered a sense of ownership, leading to more effective, community-driven conservation. Policymakers at various levels have increasingly adopted sustainable forest management in their strategies, marking a significant governance shift. Cross-sector collaboration has turned forest protection into a shared responsibility among governments, communities, and stakeholders. Furthermore, training programs and patrol team formation have boosted local capacity and preparedness for conservation work. Financial and human resource limitations, especially in remote areas, constrain monitoring and disaster prevention efforts. Maintaining community engagement and consistent participation in forest protection remains difficult, and administrative sanctions lack effectiveness without consistent enforcement mechanisms.
<p>Outcome Indicator 2.5 Number of policies and regulatory changes at district level</p>	<p>0 policies and regulatory changes at district level</p>	<p>End of Project Target 2.5 At least 8 revised policies and regulatory changes at district level</p>	<p>KalFor has produced 31 policies and regulatory changes at the district level. These policies and regulatory adjustments are aimed at enhancing sustainable forest management practices, improving conservation efforts, and promoting biodiversity protection within the region.</p> <p>Each policy and regulatory change likely addresses specific challenges or opportunities identified through KalFor's initiatives, contributing to broader environmental and social objectives across the affected districts. In Sintang, Kotawaringin Barat, and Kutai Timur districts, there are numerous policies and regulations related to forest conservation and management. Sintang has 20 regent decrees and village decisions focused on establishing conservation areas and protecting forests. Kotawaringin Barat has 9 key regulations, including provincial and ministerial decrees, addressing green space management and forest protection. Kutai Timur has 5 regulations, which include village forest designations and</p>	<ul style="list-style-type: none"> By 2024, the project successfully met its targets. 31 policies and regulations benefit stakeholders in multiple ways. Governments gain stronger tools for forest management, helping them make better decisions and enforce rules effectively. Local communities see better protection of their forests, which supports sustainable livelihoods. Businesses operating in these areas benefit from clear, sustainable regulations, balancing environmental care with economic growth. The policies have improved conservation in Sintang, Kotawaringin Barat, and Kutai Timur, establishing conservation areas, protecting biodiversity, and tackling deforestation. The legal framework ensures forests remain sustainable, store carbon, and help mitigate climate change. Communities are more involved in forest governance and receive support for sustainable forest use. KalFor has changed how forests are managed by introducing sustainability into district policies. In Sintang, 20 local policies

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

			<p>protections for specific forest areas. Together, these policies create a framework for forest management, conservation, and sustainable use in these regions.</p>	<p>focus on conservation, while Kotawaringin Barat and Kutai Timur emphasize green spaces and village forest protections. This has shifted forest governance toward shared efforts between stakeholders, promoting long-term conservation goals.</p>
<p>Outcome Indicator 2.6 Percentage of forested lands within the pilot districts currently classified as either APL or convertible forest that has been reclassified to an enhanced protective status</p>	<p>Approximately 416,000 ha of forested APL and forested convertible forest in four pilot districts</p>	<p>End of Project Target 2.6: 25% of selected forest areas currently classified as either APL or convertible forest to be reclassified as permanent estate crop, with a corresponding shift of non-forested, lower priority areas out of the estate crop, as appropriate. Chosen according to factors including ongoing provision of critical ecosystem services and related risk of environmental damages (peat fires, etc.).</p>	<p>The total protected forest area (APL) under KalFor amounts to 142,732 hectares (34,31%).</p> <p>Sources of evidence:</p> <ul style="list-style-type: none"> • Several key regulations and decisions have been issued to strengthen forest protection and sustainable management in various districts. These include decrees from the Sintang Regent, such as those protecting Rimba Melapi (72 hectares), Rimba Piangan (49 hectares), and several other conservation areas totaling hundreds of hectares. Similarly, village-level regulations like SK Kades Bangun for Tuja Semirah (364 hectares) and applications for forest protection in Hulu Berbatak and Tawang Serimbak emphasize local commitment to conservation. • Significant contributions also come from broader directives, such as the Governor of West Kalimantan’s decision on the Teluk Akar Begantung Urban Forest (106 hectares) and district regulations like the conservation area in oil palm permits (26,330 hectares in Sintang) and HCV area data collection in Ketapang (39,320 hectares). In Kutai Timur, policies include protections for 48,934 hectares in plantation areas and village forest designations like Batu Lepoq (1,460 hectares). • These regulations collectively represent a strong framework for safeguarding forests, enhancing biodiversity, and promoting 	<ul style="list-style-type: none"> • The implementation of these policies has greatly benefited forest conservation and sustainable management. This includes the establishment of protected areas like Rimba Melapi and Tuja Semirah, as well as the development of the urban forest in Teluk Akar Begantung. Interviews show that the urban forest, initially initiated, is now better managed and has become a popular destination for the public. This indicates that the policies not only protect forests but also engage the community in environmental preservation. • For stakeholders, these policies provide a stronger legal framework for forest protection, enabling more effective enforcement by the government. Communities also benefit from sustainable management practices that protect natural resources and support livelihoods tied to forest ecosystems. A notable example is Desa Lada Mandala Jaya (Kotawaringin Barat), where locals have developed environmental services that contribute to sustainability and improve local well-being. • The most significant transformation is the shift in community mindset. Previously, people did not manage or even neglected the forests, focusing instead on farming or gardening. However, the introduction of forest management in APL has made them realize that forests can provide sustainable economic value without destruction. For the government, this policy has led to positive

			sustainable land use, while involving both government and local communities in conservation efforts.	impacts, including more economic alternatives based on forests. It has also made land and fire management easier, improving overall environmental governance.
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Component 3 and Outcome 3

Achievement Against the Outcome 3 rating:

HIGHLY SATISFACTORY

Table 24: Progress Towards Outcome 3				
Component 3: Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector				
Outcome 3: Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector				
Indicator	Baseline	End of project target	End-of-project status (level as of December 2024)	TE Ratings and Comment
Outcome Indicator 3.1 Incentive mechanisms in place and operational - to drive changes that significantly reduce the long term threat or actual incidence of estate-crop driven deforestation	Baseline 3.1 Few if any proven schemes in place	EoP Target 3.1 At least four documented examples of incentive payments being used. Together involving at least \$5 million in incentives and 50,000 ha in avoided deforestation and significant changes in landscape biodiversity health index due to reduced fragmentation, both compared with baselines to be determined in Year 1.	By the end of the project, at least four documented examples of incentive payments were recorded, including contributions from the private sector in palm oil plantations and coal mining. Through LVGA, KalFor assisted three villages in each district to develop incentives by enhancing their economic potential beyond palm oil. Incentives facilitated by KalFor amounted to USD 5.3 million, achieved through the implementation of Ecological Fiscal Transfers (EFT), district budget allocations based on environmental and forestry criteria, and land-based GHG beneficiary programs. Based on evidence: Cumulatively, there were four documented examples of incentive payments resulting from regulations developed and implemented with support from the KalFor Project. These examples include: a) The Governor Decision of Central Kalimantan No. 40/2023 on the implementation of strategic activities funded by profit-sharing funds.	<ul style="list-style-type: none"> The incentives generated through the KalFor project offered substantial benefits to stakeholders, including local communities, governments, and private sectors. With a total of USD 5.3 million in incentives, the project helped villages diversify their economic activities beyond palm oil, improving livelihoods. Gender mainstreaming was integrated by ensuring both women and men had equal access to the benefits of these incentives, such as opportunities to engage in new industries like nature-based tourism or sustainable agriculture. Additionally, persons with disabilities (PWD) were considered in program planning, ensuring they had access to economic opportunities, further promoting inclusive development. The impact of these incentive payments was felt across multiple levels. Local governments could better allocate resources to environmental and forestry conservation efforts, supporting the implementation of Ecological Fiscal Transfers (EFT) and land-based GHG programs. The private sector, including palm oil and coal industries, contributed to sustainable practices, ensuring their operations supported local environmental goals. The policies and incentives also had a positive impact on gender equality by encouraging both women and men to participate in conservation and economic activities. Persons with disabilities also benefited from the inclusivity of these initiatives, as communities made efforts

			<p>b) The Governor Decision of East Kalimantan No. 100.3.3.1/K.825/2023 on land-based GHG.</p> <p>c) The Regent Regulation of Kotawaringin Barat No. 19/2021 on the implementation of environment and forestry-based district budget allocations.</p> <p>d) The Government Regulation of Indonesia PP No. 37/2023 on the management of ecological fiscal transfers to regions.</p> <p>The achievement for this sub-indicator is 106%, as the total amount of incentives funding generated with the support of the KalFor Project is a total of USD 5.3 Million as follows:</p> <p>a) Governor Decision of Central Kalimantan No. 40/2023 on Implementation of Strategic Activities funded by profit sharing funds. (Rp.28 billion, approx. USD 1.9 million)</p> <p>b) Governor Decision of East Kalimantan No. 100.3.3.1/K.825/2023 on Land-based GHG. (Rp.1.9 billion, approx. USD 127,000).</p> <p>c) Regent Regulation of Kotawaringin Barat No. 19/2021 on Implementation of Environment and Forestry-Based District Budget Allocations. The budget amount allocated for the incentives in 2023 and 2024 amounted to Rp.13.2 billion (approx. USD 880,000).</p> <p>d) Government Regulation of Indonesia PP No. 37/2023 on Management of Ecological Fiscal Transfers to Regions (Estimated allocation for Kalimantan amounts to Rp. 38.2 billion (approx. USD 2.4 million)</p>	<p>to ensure their involvement in projects, supporting their economic participation and access to resources.</p> <ul style="list-style-type: none"> • The KalFor project led to a transformation in how environmental and economic management was approached, particularly in terms of inclusivity and stakeholder engagement. By integrating gender considerations and ensuring persons with disabilities had access to benefits, the project created a more equitable environment for all stakeholders. The incentive mechanisms, such as Ecological Fiscal Transfers and district budget allocations, promoted a shift towards sustainable economic activities, helping communities move away from reliance on traditional palm oil production. • In the context of developing the incentive mechanism, the project has achieved remarkable results in terms of initiatives, innovations, and impacts that exceeded expectations, particularly in Kotawaringin Barat. In this district, all villages have implemented Ecological Fiscal Transfers (EFT), which originally started as an initiative under the KalFor project.
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Component 4 and Outcome 4

Achievement Against the Outcome 3 rating:

HIGHLY SATISFACTORY

Table 25: Progress Towards Outcome 3

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

Component 3: Knowledge management and M&E				
Outcome 3: Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia’s estate crops secto				
Indicator	Baseline	End of project target	End-of-project status (level as of December 2024)	TE Ratings and Comment
Outcome Indicator 4.1 Technical understanding of level of jurisdictional readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions	Baseline 4.1. Baseline capacity assessment using the scorecard methodology developed by the Commodities	End of Project Target 4.1. Increase vs. baseline readiness assessment (amount TBD)	<p>To measure the capacity improvement of multiple stakeholders involved, KalFor conducted measurements using the UNDP Scorecard. The assessment of capacity development using the scorecard has been completed and reported during the Project Board Meeting on December 6, 2022. Both qualitative and quantitative data have been collected across the four districts regarding the capacity levels.</p> <p>Based on assessment;</p> <p>The indicators for achieving capacity enhancement are:</p> <ul style="list-style-type: none"> • Engagement Capacity: Increased from 1.35 in 2018 to 2.01 in 2022, with an end-of-project target of 2.70. • Capacity to generate, access, and use information and knowledge: Increased from 1.88 in 2018 to 2.36 in 2022, with an end-of-project target of 2.70. • Capacity for developing strategies, policies, and legislation: Increased from 1.60 in 2018 to 2.04 in 2022, with an end-of-project target of 2.40. • Capacity for management and implementation: Increased from 1.58 in 2018 to 2.01 in 2022, with an end-of-project target of 2.40. • Capacity for monitoring and evaluation: Increased from 1.42 in 2018 to 2.02 in 2022, with an end-of-project target of 2.40. 	<ul style="list-style-type: none"> • This capacity improvement has shown achievements that align with the expected targets. The improvement in stakeholder capacity, measured by the UNDP Scorecard, has brought clear benefits to the districts involved. Significant increases in key areas like engagement, knowledge use, strategy development, management, and monitoring show a stronger and more effective governance system. This improved capacity helps stakeholders make better decisions, implement policies more efficiently, and manage resources sustainably. These changes benefit local communities by ensuring better-developed and executed policies, leading to improved environmental and forestry management, as well as sustainable development. • The impact of these capacity improvements is far-reaching. The steady increase in scores from 2018 to 2022 shows consistent progress in stakeholders’ ability to engage, manage, and monitor forest-related policies and activities. This shift has led to better collaboration between government, local communities, and the private sector, improving decision-making. As stakeholders gain more expertise, they are better equipped to address issues like land-based greenhouse gas emissions and deforestation. Overall, these improvements result in stronger governance for environmental conservation and more sustainable resource management.
Outcome indicator 4.2 Documented examples of specific lessons shared and applied in other sub-national and national situations	Baseline 4.2. 0 examples	End of Project Target 4.2. 7 examples applied	<p>By the project’s end, significant lessons had been shared more than 7 examples, particularly through the development of a robust knowledge management system. This included E-Online, System Health, Online Surveys, Program Information, Situation Room, Simple-K, Gender Information at the Directorate General of PKTL, and Data Visualization tools.</p>	<ul style="list-style-type: none"> • The knowledge management developed by the KalFor project has been innovative, smart, and proactive, focusing on publishing and building a strong foundation for lessons learned. By the end of the project, over seven significant lessons had been shared, contributing to a robust system that includes E-Online, System Health, Online Surveys, Program Information, Situation Room, Simple-K, Gender Information at the Directorate General of PKTL, and Data

Terminal Evaluation: “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project”

Page 98

Sources of evidence:

- KalFor's seven lessons learned emphasize improving strategies for sustainable forest management, inclusivity, and capacity building. The communication strategy (Lesson 1) fosters awareness through campaigns, contests, and materials promoting forest sustainability.
- The GESI strategy (Lesson 2) integrates gender and social inclusion through workshops, roadmaps, and guides on forest product use.
- FPIC and COVID-19 protocols (Lesson 3) ensure safe and participatory activities.
- Gender, Youth and Persons in Disability-focused initiatives (Lesson 4) engage communities via competitions, webinars, and livelihood innovation programs.
- Knowledge materials (Lesson 5), including publications and visual tools, support decision-making and awareness.
- Capacity building (Lesson 6) strengthens technical and organizational skills through training and systems development.
- Lastly, Monitoring and Evaluation (Lesson 7) refine project design and impact measurement through regular reviews and lessons integration, addressing forest and community challenges comprehensively.

In 2024 PIR report document; Since 2023 - 2024 KalFor has been facilitated the formulation of lessons learned, such as:

- a) PANORAMA Solution for Strengthening Forested Area Planning and Management in Non-State Forest areas in Kalimantan
- b) Photo story of Kelulut Honey Production in Kotawaringin Barat
- c) Technical Guidance for Protection of Wild Plants and Animals and Community-Based Law Enforcement
- d) Proklim Training
- e) Terasmitra Webinar
- f) Asean Youth Sustainability Camp
- g) KalFor Youth Innvation II Award

- Visualization tools. These tools were designed to enhance learning and dissemination of best practices.
- The impact on stakeholders has been substantial. The knowledge management approach has provided valuable resources for decision-making, increased awareness, and improved capacity building. Stakeholders, including government bodies, local communities, and private sector partners, benefited from the systematic sharing of knowledge and lessons learned, which supported more effective forest management and sustainable development strategies.
 - This approach has been transformational. It has not only empowered stakeholders with the tools and strategies for better governance and resource management, but also ensured the integration of gender and social inclusion, along with a focus on youth and persons with disabilities. The lessons learned, such as those from the PANORAMA solution and initiatives like the Proklim training, have driven positive change, leading to more inclusive, effective, and sustainable forest management practices across Kalimantan.

Relevance

Relevance rating:

HIGHLY SATISFACTORY

National Priorities / Strategies

184. This project is part of Indonesia's National Long-Term Development Plan (RPJPN) for 2005-2025, which outlines the country's vision and development goals over 20 years. The plan is divided into four phases, each lasting five years, with the aim of making Indonesia a developed, prosperous, and competitive nation by 2025. It focuses on economic growth, poverty reduction, environmental sustainability, infrastructure, and good governance.

185. The KalFor project has inspired other areas in Indonesia to implement forestry governance in APL areas. It began before the establishment of this governance in Law No. 32 of 2024, which amended Law No. 5 of 1990 on the conservation of biological resources. This law, in Article 8, defines preservation areas as buffer zones for conservation, ecological corridors, and other protected areas, and serves as the legal framework for natural resource management in Indonesia.

"THE KALFOR PROJECT WAS ESTABLISHED SEVERAL YEARS BEFORE THE ENACTMENT OF LAW NO. 32 OF 2024, WHICH ALSO INCLUDES THE GOVERNANCE OF FORESTS AND BIOLOGICAL NATURAL RESOURCES IN APL AREAS. THIS IS SOMETHING WE ARE VERY PROUD OF."

- INTERVIEWEE ON ALIGNMENT WITH LAW NO 32 OF 2024

186. The project supports the development of policies related to Presidential Instruction No. 8/2018, which moratoriums oil palm plantation permits and addresses biodiversity/HCVF issues. It also aligns with Presidential Instruction No. 5/2019, which halts new permits and improves the governance of primary forests and peatlands. Additionally, the Ministry of Agriculture's Decree No. 11/2015 on the Indonesian Sustainable Palm Oil Certification System (ISPO) strengthens governance in HCV areas and promotes biodiversity conservation. These regulations have led to new forestry governance policies at the governor and regent levels for APL areas.

187. The project contributes to the carbon trade roadmap in the forestry sector, following Decree No. 1027 of 2023. It focuses on peatland and mangrove areas outside Forest Areas and aligns with the Ministry of Environment and Forestry Decree No. 168 of 2022, which targets controlling climate change through the Folu Net Sink initiative by 2030.

International / Regional Priorities / Strategies

188. The project has played a key role in implementing the Convention on Biological Diversity's (CBD) Programme of Work on Protected Areas and in achieving the Aichi Targets, especially under Strategic Goal C, which focuses on improving biodiversity by safeguarding ecosystems, species, and genetic diversity. It supports Aichi Target 11 by improving the management of protected areas and their integration with broader conservation efforts, and Target 12 by enhancing the conservation of globally threatened species like the Bornean orangutan and rhino. Additionally, it contributes to the management of Other Effective Area-based Conservation Measures (OECMs) for biodiversity conservation outside formal protected areas.

189. Though not officially established during the project's design, the collaboration between governments, international organizations, civil society groups, communities, and the private sector has

created a framework for sustainable wildlife and habitat use. This framework supports both conservation goals and human well-being, helping achieve several Sustainable Development Goals (SDGs), including Goals 1 (No Poverty), 14 (Life Below Water), 15 (Life on Land), and 12 (Responsible Consumption and Production).

190. The Heart of Borneo (HoB) initiative, launched in 2007 by Brunei Darussalam, Indonesia, and Malaysia, aims to conserve forests across the HoB landscape, ensuring effective resource management and strengthening conservation networks. Its goal is to preserve the natural heritage of HoB for future generations. As one of the nine pilot countries, the project aligned with Indonesia's National Strategy for REDD+ to reduce emissions from the forestry sector by at least 14%, contributing to the country's commitment under the UNFCCC. However, this did not progress as planned due to national-level challenges beyond the project's control.

GEF Programming

191. The Project was consistent with GEF BD-1 'Improving sustainability of protected areas' and GEF BD-2 'Mainstreaming biodiversity conservation and sustainable use in production landscapes'. The Project specifically sought to establish a conducive management and coordination framework in Indonesia, through Outcomes 1 and 2, for more robust management planning and decision-making at five production landscapes, and ensuring continuity of funding, through Outcome 3, via diversification of innovative financial mechanisms.

UNDP Programming

192. The Project was originally designed to contribute to the [Government of Indonesia's 2011-2015 Country Programme Action Plan](#) and supporting Medium-term Development Plan Outcome Area b (specifically Priorities 8 and 9); and UNPDF Outcome 5. With respect to the Environment, Energy and Climate Change outcome area, the Project is positioned to strengthen national and sub-national capacities to effectively manage natural resources. It is also relevant to [Outcome 3 of Indonesia's 2016-2020 Country Programme Document](#) on 'Sustainable natural resource management and increased resilience'.

Effectiveness

Effectiveness rating:

HIGHLY SATISFACTORY

193. The implementation of this project has been highly effective overall, particularly in aligning with both national and regional regulatory frameworks. In fact, the project has become an inspiration and strengthened the issue of forest governance in non-forest areas, or APL, which are primarily the responsibility of local governments. However, it is also well-aligned with both international and national forestry policies.
194. The effectiveness of building cross-sectoral relationships is very high, as multiple stakeholders are involved in this project. Although some stakeholders from the national and regional levels have lower participation rates, overall, the policies developed in terms of regulations and governance implementation have been fully agreed upon. Several initiatives can serve as examples for multistakeholder coordination and communication, particularly at the regional government and CSO

levels, such as having focal points and facilitators to bridge gaps in knowledge, actions, and bureaucratic styles between government agencies or between government, and CSOs. The strength of focal points, regional facilitators, and multistakeholder forums, with the PMU serving as the conductor, has been very effective in overcoming these gaps, resulting in a significant flow of effectiveness within this project.

195. Outcome 1 achieved a Highly Satisfactory rating and was successful. This initiative resulted in the creation of 15 regulations related to forest governance in APL areas and their management institutions at the provincial and district levels. Additionally, similar participatory governance frameworks were developed at the village level in collaboration with the local communities. Outcome 1 was accomplished through a multistakeholder forum that promoted various regulatory initiatives at both the regional and village levels.
196. Outcome 2 also successfully delivered its planned outcomes and outputs, earning a Highly Satisfactory rating. The initiative for preserving or restoring forests in APL areas through the "Rimba Gupung" status in Sintang, or through community-managed village forest schemes for habitat restoration and environmental services, including Non-Timber Forest Products (NTFP), has the potential to reduce CO₂ emissions by 51.5 million tons. This initiative has been highly effective by identifying remaining forests through spatial assessments and designating them under governor or regent regulations, including for ecotourism areas or customary forests, with legal recognition starting from the village level. The remaining forests delineated as HCV areas are effectively preserved through regulations from the Regents of Sintang, Ketapang, Kotawaringin Barat, and Kutai Timur. In terms of protection, KalFor collaborated with 9 Forest Management Units (KPH) to achieve this.



Figure 11: Cross Section of Exemplary Communications Work

197. Outcome 3 achieved a Highly Satisfactory rating. KalFor has developed an incentive mechanism design through the economic valuation of forests in APL areas. Expert facilitation was conducted to discuss forest management incentives in APL areas using environmental economic instruments, integrating these into the initiation of an Ecological Fiscal Transfer (EFT). Beyond the initial target, significant achievements occurred in Kotawaringin Barat, where EFT implementation was not limited to target villages, but was applied to all villages in the district due to effective communication and coordination between the Ministry of Finance, provincial government, district government, and villages.
198. Outcome 4 also achieved a Highly Satisfactory rating. The project fostered knowledge sharing and provided assistance to the public, particularly the target intervention communities. Several capacity-building training sessions were conducted for staff and the public. The project maintained high

communication standards with targeted multistakeholders and, in the context of information dissemination, KalFor took the initiative to use both written media and social media. Communication products for multistakeholders were extensive, including consultant reports, documentation of achievements in the form of collections of regulations issued by local governments, annual reports, and achievement reports, in addition to PIRs and PARs.

Efficiency

Efficiency rating:

HIGHLY SATISFACTORY

Evidence

- ✓ Provincial and district government capabilities vastly improved with greater capacities likely leading to built-in efficiencies
- ✓ Most planned deliverable met within budget
- ✓ Strong leadership within governance mechanisms
- ✓ Low sustainability challenges mean efficiency is likely to be maintained in the long term.
- ✓ Available budgeting, financial planning in final year and inadequate budget lines
- ✓ Strong management and communication

199. The project successfully enhanced institutional capacities for forest governance, particularly in priority areas such as Convertible Production Forest (HPK) and Other Use Areas (APL). A multi-stakeholder engagement approach, involving universities, local governments, communities, and the private sector, proved effective in identifying HCV-equivalent forest areas in APL. The integration of conservation into national, provincial, and district planning, focusing on HPK and APL areas, strengthened spatial governance and the identification of High Conservation Value (HCV) areas. This accelerated institutional capacity building, significantly improving policy and initiatives at the provincial level, particularly in legalizing and managing forests in APL areas and urban forest governance, reinforcing Component 1 outputs.
200. The project also significantly improved the human resource capacity of key stakeholders, leading to tangible impacts on policy quality. For instance, training on mapping, GIS, and drone usage equipped government officials with advanced skills, prompting local governments to independently acquire drones for mapping, apply them to forest areas in APL, and replicate these practices without project funding. This innovation reinforced outputs under Component 1 and Component 2.
201. For Outcome 3, inclusive partnerships between governments, communities, and the private sector ensured that project approaches remained locally relevant. The community empowerment focus, built upon pre-existing foundations in NTFPs and nature-based tourism, supported long-term efficiency and success in developing incentive mechanisms for forest areas in APL. Targeted engagement with CSOs enabled some community initiatives to operate independently.
202. This project effectively engaged youth in innovation, particularly in developing digital marketing systems for conservation businesses. It supported the creation of start-ups focused on tree planting, innovations such as drones for waste management, and fish feed made from organic waste materials, as well as bioprospecting for local freshwater fish conservation in peat areas within APL identified as project target areas. Although this support was provided late in the project, its impact included the emergence of public-private partnership schemes to support the tree planting program and markets for the bioprospecting initiatives.

203. A robust knowledge management system effectively disseminates best practices to stakeholders. Training and documentation involving communities and local governments enhanced project sustainability. However, limitations in knowledge dissemination mechanisms within the palm oil sector reduced the project's broader impact. Nonetheless, the knowledge management system, including SIGAP mapping information, expanded public access to information, strengthening the efficiency of achievements under Component 4 despite current issues with website accessibility. The monitoring and evaluation system requires strengthening to ensure accurate impact reporting.

Overall Outcome

Overall Outcome rating:

HIGHLY SATISFACTORY

204. According to the methodology outlined in the UNDP-GEF TE Guidance for calculating the overall project outcome (p. 54), the rating is Highly Satisfactory. The guidance states that the overall project outcome is calculated based on ratings for relevance, effectiveness, and efficiency, with relevance and effectiveness being critical aspects. The methodology establishes high ratings based on these criteria. Initially, the TE consultant team identified some minor challenges, but by the end of the project, these minor challenges were successfully resolved.

205. This assessment also considers that for Outcome 1, the five sub-indicators are either close to or have achieved the end-of-project targets. For Outcome 2, all four sub-indicators have met their targets. Meanwhile, for Outcome 3, sustainable financial plans are currently in the finalization phase. There are notable examples of mechanisms and financial sustainability scorecards that have achieved their key performance indicators (KPIs).

206. Based on the UNDP-GEF TE guidance, which emphasizes that effectiveness is a critical factor in determining the overall project outcome, and taking into account the significant achievements of this project, the TE consultant team considers Highly Satisfactory to be an appropriate rating. The challenges faced were primarily external, particularly concerning the intent and consistency of support after the project concludes.

Country ownership

207. As noted in the section above (Relevance), the Project design was consistent with national priorities. There was strong involvement of relevant country representatives (especially Government agencies at different branches of government and NGOs/CSOs) in project identification, planning and/or implementation. The TE consultant team also noted strong continuity between entities and individuals involved in the design and carry-over of many of these during its implementation.

208. The Government of Indonesia (through the MoEF) made a significant co-financing commitment at design phase; however, expenditure data were not provided to enable actual co-financing to be tracked and verified. PKTL (part of MoEF directory) supported the Project throughout with strong linkages made to national strategies. There was also an unprecedented degree of institutionalization of key results.

209. Relevant country representatives from Government and civil society were actively involved in project implementation, including as part of the Project Board. Although NGOs/CSOs presence would have increased value and ownership.

210. There is a change in strategy from the initial process due to the need to align the vision, and it is expected that this project will be in line with the government's strategy. Subsequently, the project plan will adapt to the strategy that has been established at the local government level, thereby increasing ownership.
211. Finally, the Project's exit strategy illustrates absorption of many activities and strands of work into ongoing government priorities and initiatives.

Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood

Overall Likelihood of Sustainability rating:

LIKELY

Evidence

- ✓ Strong institutionalization
- ✓ Strong continuing ownership and commitments made among parties in the exit strategy
- ✓ Viable sustainable financing mechanisms in place
- ✓ Good developing governance mechanisms at local level among communities
- ✓ Low risk forest destruction in and after initiation
- ✓ Strong of a framework that a GEF project brings to the table to catalyze action, accelerate results and monitor progress
- ✗ Policies towards ICSSOs and international funding likely to increase likelihood of ICSSO exits

212. Considering and balancing the four measures of sustainability, the overall sustainability is at low risk in the exit strategy, with high potential for sustainability.
213. The overall sustainability rating is "Likely" because this applies to Financial Sustainability. The ratings for Institutional/Governance Sustainability and Environmental Sustainability are also "Likely," due to strong ownership, enthusiasm, and engagement during the project and at its closure, as well as solid institutional support and investments in protecting ecosystem services. If funding were available, the project would be well-positioned to continue achieving good results. CSOs have concerns about the project's sustainability, but they are creating sustainability plans through business development, entrepreneurship, and public-private partnerships with the private sector.

Financial Sustainability rating:

HIGHLY SATISFACTORY

214. The local government provides the strongest support for financial sustainability. From the interviews, almost all government officials involved in the project believe it will continue with local government funding, as they feel a strong sense of ownership. This support is also backed by regulations and policies set for managing the remaining forests in APL areas and implementing ecological fiscal transfers at the provincial, district, and village levels through Governor and Regent Decrees.
215. Strong support also comes from the private sector. In one of the communications by the consultant, a palm oil plantation company in West Kalimantan provided support in terms of both workforce and funding for the follow-up of the KalFor initiative, particularly in the areas of community empowerment

and the development of Non-Timber Forest Products (NTFP) within the company's High Conservation Value (HCV) areas through CSR scheme.

216. CSOs play an important role in this project, although some partners have concerns about its sustainability after completion, especially in helping communities with forestry programs and environmental services once the remaining forests in APL areas are designated and forest corridors are implemented. While there is extra funding support, like from USAID's SEGAR or carbon project grants, some CSOs aim to sustain their work by developing environmental services businesses through the sale of NTFP and tourism.
217. Youth groups and women-led CSOs have gained recognition for their sustainability efforts. They have successfully created sustainable finance through business models by improving product quality, marketing, packaging, and increasing sales. For example, a youth group from the Bestari Foundation developed a pharmaceutical business by packaging toman fish capsules and partnering with pharmaceutical companies to sell them. Another group works on mangrove rehabilitation under a public-private partnership (P3) scheme, receiving bank funding through a CSR program. Surprisingly, KalFor only provided initial funding for the organization's startup application (jejakbaikpohon.com), which was later used to develop the P3. Other youth groups are also turning waste into fish feed and packaging it as a marketable product.
218. Community-based organizations (CSOs) or local entrepreneur groups have demonstrated strong strategies for sustainable funding through the promotion and development of environmental services, including tourism. They are serious about advancing these initiatives, and there are already product sales to the public, providing them with revenue from public funding sources. However, their connectivity with other market players and stronger tourism networks in their region remains weak. The most sensitive issue is the management of their organizations and financial administration.

Socio-political Sustainability rating:**HIGHLY SATISFACTORY**

219. In general, political risks to the project's sustainability are low, especially among key political leaders. This is shown by the new President's commitment to forest and land conservation, including strengthening protections for conservation areas, supporting the Minister of Forestry in working with the military and police to improve forest protection, and allocating forest concessions for wildlife conservation. At the regional level, regulations reduce the risk of policy changes if leadership shifts. However, the government's food security program focused on intensive agriculture raises concerns about possible policy changes.
220. There is strong commitment from stakeholders, especially local governments, to support the program's sustainability. The project has good ownership because its activities align with local government needs and programs from the beginning. However, community-level commitment is weaker, although some villages have successfully become independent through NTFP and nature-based tourism, while protecting forests. The implementation of EFT in Kotawaringin Barat has also encouraged communities to protect forests.
221. The project has documented the learning process in creating forests in APL areas, where land conflicts between communities and companies, as well as boundary disputes between villages, have shaped the process. It was found that customary laws, supported by the government, can help resolve these issues.

222. Law No. 32 of 2024 plays an important role in strengthening the social and political sustainability of forest governance in APL areas within the context of preservation. This law provides a foundation for all stakeholders, including local governments, to implement these initiatives within Indonesia's legal framework. The KalFor project has significant potential to support these efforts and promote broader collaboration.

Institutional Framework and Governance Sustainability rating:

LIKELY

223. The existing legal framework and policies do not pose significant risks to the project's benefits. The Indonesian government has strengthened regulations and policies to support forest conservation in APL areas, providing a strong legal foundation for the sustainability of the project. While challenges exist due to policy shifts related to intensive agriculture, mining, and infrastructure development, the current regulations are expected to mitigate these risks.

224. The project has developed various governance mechanisms that include clear policy frameworks and adequate structures to ensure transparency. This includes the development of knowledge management systems and processes that support the transfer of technical knowledge, which will continue after the project concludes.

225. The project has strengthened institutional capacity by building systems and structures that ensure sustainability after the project ends. Training and staff development at the local and regional levels have been conducted to ensure the necessary expertise is in place to maintain the project's benefits.

226. The project has identified and engaged key figures in government and civil society, including the Regent of Sintang, through various multistakeholder forums, workshops, and technical meetings. These figures have been involved in the planning and implementation of project activities, and have been provided with a deep understanding of the importance of sustaining the project outcomes.

227. The project has successfully reached a consensus among stakeholders, including local government and communities. This is reflected in their commitment to sustain the policies and practices introduced during the project, and their plans to continue initiatives such as community-based forest management and nature-based tourism development. The project leadership has demonstrated the ability to respond to changes in the institutional and governance environment, building strong partnerships with various relevant parties, including government and local communities.

Environmental Sustainability rating:

MODERATELY LIKELY

228. The APL area is the most challenging for forest conservation, despite strong regulations and the ownership characteristics of stakeholders, including at the field level. Ongoing deforestation and land conversion remain major obstacles. These challenges are often driven by external factors, such as migrants unaware of the importance of forest protection in APL areas, who contribute to land destruction or illegal land acquisition by community members with little involvement in the project. However, the project has increased the role of local governments and communities in encouraging protective actions against these threats.

229. Forest fires, whether natural or human-caused, pose a significant threat to forests in Kalimantan. The project’s efforts to protect forest areas may be undermined by large-scale fires, particularly during the dry season, especially in peatland areas managed as High Conservation Value Forests (HCVF) or protected forests within APL. On a smaller scale, the project has played a significant role in preventing such disasters, although there are other factors beyond community control that remain challenging.

Cross-cutting Issues

Overall quality of gender and rights-based approach rating:

SATISFACTORY

A. Gender equality and women’s empowerment

230. Overall, the Project’s contributions to gender equality and women’s empowerment are high at the project management level but still relatively limited at the field level, particularly among the community. Despite the project’s strong efforts to increase women’s involvement, gender analysis shows that the farmer groups supported or influenced by the project involve only 10% women. Furthermore, women’s role in decision-making remains very minimal. On a positive note, some women’s groups have played a role in alternative economies that support the main family income.

231. The GEDSI survey identified three key gender gaps in forest and natural resource management: low female participation in management groups, limited involvement in managing forests, and restricted access to capacity-building activities. Management groups, like forest farmer groups, are mainly male due to family representation norms that favor men. While women contribute to environmental protection through informal efforts, they are mostly unrecognized in formal settings. Their limited participation in training and counseling reflects the male dominance in these groups. These gaps show barriers to women’s access to resources and leadership, reinforcing the idea of forests as male-dominated spaces. The survey also found resistance to disaggregated data due to misconceptions, with some seeing it as exclusionary. However, after explaining its purpose in identifying disparities, participants became more open to it, suggesting it could gain wider acceptance.

232. Efforts to support the implementation of GEDSI must take into account the existing context, capabilities, and challenges. Based on survey results, three key factors can strengthen these efforts: policies and regulations, leadership commitment, and a supportive social environment. Policies and regulations are deemed crucial, not only for their presence but also for their implementation, which remains weak at the operational level. Leadership commitment, with strong and dedicated leaders, is seen as a catalyst for accelerating GEDSI implementation. Furthermore, a supportive social environment—encompassing social and gender values that reflect equality and inclusion—plays a critical role in determining the effectiveness of the GEDSI approach.

Table 26: Integration of gender equality and women’s empowerment into project design, by Component in ProDoc

Component	Issues/Barriers	Gender Mainstreaming Actions Planned for Implementation	Evaluation of Results
<p>1. Mainstreaming of forest ecosystem service and biodiversity considerations into national, provincial, and district policies and decision-making processes for forest area planning and management</p>	<ul style="list-style-type: none"> Women’s voices, perspectives, and interests are under-represented in decision-making processes. 	<ul style="list-style-type: none"> The composition of provincial platforms and district-level fora will be designed to ensure gender balance and coverage of gender issues (relevant Ministries, CSOs, etc). 	<p>In facilitating by KalFor project, 2022 GEDSI study concluded that 58.6% of government leaders are committed to ensuring gender balance in government employment. In practice, based on 2023 government data, in East Kalimantan, there are 5,364 male civil servants and 4,990 female civil servants. In Central Kalimantan, there are 4,331 male civil servants and 4,947 female civil servants. In West Kalimantan, there are 4,709 male civil servants and 4,991 female civil servants. Based on government data, the proportion of male and female employees is nearly equal (approaching 50%:50%), although high-ranking positions are still predominantly held by men (70-80%).</p>
		<ul style="list-style-type: none"> Gender-based analysis of policy proposals as appropriate. 	<p>Policies and regulations played a key role in supporting GESI implementation (72.8%). Examples included Law No. 39 of 1999 on Human Rights, which protected women’s rights, and Law No. 23 of 2004 on Domestic Violence, which ensured women’s safety. Ministerial Regulation No. 2 of 2022 set standards for protecting women and children, and Regulation No. 12 of 2022 promoted mother- and child-friendly areas. In the KalFor project, the PKTL roadmap provided a strong foundation for advancing gender equality and women’s empowerment.</p>
		<ul style="list-style-type: none"> Collection of gender-disaggregated data for all consultations, meetings, etc., and make efforts to ensure better balance where possible. 	<p>Women are actively involved in meetings, training, and discussions, even more so than men. The KalFor project helped women and youth in 12 villages by providing grants to build their skills in protecting forested APL (non-state forest areas). In total, 172 local champions (145 women and 27 men) from three provinces received training, which included learning new ways to improve their livelihoods through activities like horticulture, fishing, growing medicinal plants, developing ecotourism, and using non-timber forest products.</p> <p>In Pasir Panjang Village, Kotawaringin Barat, Central Kalimantan, 23 women and 2 men improved their lives by participating in nature-based tourism and producing forest-based foods such as jackfruit, bitter melon (pare), and bananas to sell as souvenirs. However, at the formal level, women are still not well represented, especially in decision-making in village and customary meetings.</p>
<p>2. Strengthened and expanded implementation of best practices in the estate crops sector in</p>	<ul style="list-style-type: none"> Low level of women’s participation in estate management. 	<ul style="list-style-type: none"> Farmers’ cooperatives/user groups, etc., should at least have 10-20% women representation as executive members. 	<p>At the initiative level, CSOs have involved many women’s groups in this issue. For example, through funding from KalFor to CSOs such as Bestari Foundation, Yayorin, and others, women’s groups have been supported in the development of NTFPs, handicrafts, and nature-based tourism. However, in agriculture and plantation sectors, where the KalFor project has not provided support, men</p>

<p>maintaining biodiversity and ecosystem services in four target landscapes in Kalimantan</p>			<p>dominate these areas. A report from Yayasan Kawal Borneo shows that women’s involvement in these sectors is still very low, at only 10% or even non-existent, based on interviews in several target villages. The GEDSI study also shows that community, colleagues, or family support for women is still small, at 16.6%.</p>
<p>3. Creation of incentives system to safeguard forests, including biodiversity and ecosystem services, from estate crop sector</p>	<ul style="list-style-type: none"> • Women may have less financial visibility or participate less in financial transactions. 	<ul style="list-style-type: none"> • Collect gender-disaggregated data on beneficiaries of incentive payments. 	<p>Several KalFor projects, particularly those in collaboration with CSOs and youth groups, offered women opportunities to generate alternative income. In Lada Mandala Jaya Village, a group made up entirely of women, with support from men, earned income through post-harvest processing of vegetables and producing processed snacks such as crackers from seasonal plants. In Pasir Panjang, women’s groups established online businesses selling handcrafts and processed foods. In Sintang, a women’s group produced traditional Kalimantan handcrafts, while a women-led business manufactured bioprospecting products from fish for medicinal purposes. These activities primarily provided additional income that supported their husbands, who worked in farming or agriculture.</p>
<p>4. Knowledge management and M&E</p>	<ul style="list-style-type: none"> • Gender differences are not always considered in analysis of sustainable commodity challenges and interventions. 	<ul style="list-style-type: none"> • A study analyzing the gender gap as it affects the target provinces and of lessons learned through project efforts to remove this barrier. • The IAP Global Community of Practice (CoP) will include thematic discussions specifically on gender and convene expert organizations to present to participants, as well as sharing and lesson learning concerning the implementation of gender mainstreaming strategies and integration of gender in program M&E. 	<p>A series of studies on gender equality have been conducted, incorporating disability issues through the development of strategies and action plans, as well as a review of the gender strategy interventions in 2022. A survey was also carried out in villages to gather insights on gender issues, with the survey conducted by an CSO. Additionally, the PKTL Directorate developed a gender equality roadmap.</p> <p>The KalFor project invited expert organizations to share their knowledge through a series of meetings and consultations focused on gender issues, with PT Mahoni Cakra Saujana (MCS) leading the development of the gender strategy, supported by gender expert Dati Fatimah, who has extensive experience in gender, disaster management, and social protection.</p> <p>The project also invited Sri Institute to update the gender strategy plan and review the implementation of the gender strategy carried out by KalFor and its partners. The knowledge management developed by KalFor has promoted and disseminated the KalFor Gender Strategy to the public.</p>

233. In relation to the UNDP Gender Equality Strategy, the GEF Gender Mainstreaming Policy, and working closely with the Gender Mainstreaming Working Group (Pokja PUG) of the Ministry of Environment and Forestry, the KalFor PUG strategy has implemented the planning, execution, monitoring, and evaluation processes, with attention to the following points:



Figure 12: 8 Key points for the Gender Mainstreaming Strategy of the Kalfor Project

234. the MoEF as the main implementing partner, gender mainstreaming is seen as and touted to be the most important element in the implementation of all aspects of the activities. This is because nationally, it is one of the priorities in the Medium-Term National Development Plan (RPJMN) 2020-2024 which is also supported by Presidential Instruction Number 9 of 2020 concerning Gender Mainstreaming in National Development.

B. Human Right

235. The KalFor project, which focused on sustainable forest management and conservation, integrates human rights considerations as part of its overall strategy. Human rights issues in the project primarily relate to ensuring the rights of local communities, including indigenous groups, to access natural resources, participate in decision-making processes, and benefit from conservation activities. The project recognizes the importance of respecting the rights of women, children, and marginalized groups, particularly in terms of promoting gender equality and empowering local communities.

236. Additionally, the project worked to ensure that the environmental conservation activities do not infringe on the rights of local people to livelihoods, land, and resources. This includes respecting their right to free, prior, and informed consent (FPIC) when implementing activities that affect their land or livelihoods.

237. The KalFor project also focused on providing access to education, capacity-building, and economic opportunities, ensuring that these initiatives are inclusive and promote the human rights of all community members. Moreover, the project collaborates with local government agencies, CSOs, and other stakeholders to promote awareness of human rights issues and integrate these into the project's design and implementation.

C. Disability Issues as Added Value for KalFor Project

238. People with disabilities (PWD) in Ketapang, Sintang, Kotawaringin Barat, and Sungai Buluh face exclusion due to social, economic, and physical barriers. Those with severe disabilities often rely on family caregivers, limiting their social participation. In Ketapang, some PWD, like a skilled weaver, manage to contribute to the community, but these examples are rare.

239. Many PWD remain isolated or lack confidence, and disability organizations struggle to promote inclusion. Despite their efforts, full participation in social, environmental, and political activities remains a challenge. Involving PWD in forest management and conservation could provide economic and social benefits, as they possess valuable skills like weaving and crafting.
240. A significant issue is the lack of updated data on PWD, which affects policy development and their participation in community activities. Local governments and disability organizations need to collaborate better to address these gaps, increase PWD involvement, and promote more inclusive development, especially in areas like forest management.
241. In Sintang, people with disabilities (PWD) face limited access, especially in decision-making, but some contribute to community activities and show potential through success stories like Nisa, a skilled woman with a hearing disability. Efforts in East Kutai integrate PWD into the workforce, although many still face societal stigma and lack proper facilities like dormitories for education. Despite these challenges, PWD in Sintang contribute to forest management and income-generating activities, using social media to showcase their abilities and raise awareness.
242. 2022 GEDSI assessment on the exclusion of people with disabilities in KalFor's project sites identified three main barriers: negative perceptions of the capacity of people with disabilities (62.7%), lack of institutional support for disability organizations (56.2%), and disability issues not being prioritized in forest and natural resource management (49.1%). Many people still view individuals with disabilities as incapable of contributing, and disability organizations lack support to advocate for their rights. Additionally, the lack of attention to disability issues in forest management, along with accessibility problems and incomplete data, hinders the inclusion of people with disabilities in both society and natural resource management.

GEF Additionality

243. The project was approved before the December 2018 adoption of 'An Evaluative Approach to Assessing GEF's Additionality,' therefore this TE is not required to provide evidence of GEF additionality along the dimensions defined in the UNDP-GEF TE Guidance document (p.60).
244. Notwithstanding, the following observations are provided with regard to GEF additionality:
245. *Changes in the Achievement of Direct Project Outcomes:* In the Kalfor project, additional funding from GEF allowed for the implementation of a more comprehensive strategy in forest management and conservation. One key aspect is the strengthening of institutional capacity, where the management of conservation areas in Sumatra was driven by enhancing the capacity of national park managers, stakeholders, and local communities. Without the additional GEF funds, there is no guarantee that such coordinated management efforts would have been achieved at a similar scale, particularly in remote areas or those with limited attention from the government.
246. *Spillover Effects:* The Kalfor project has had broader spillover impacts, affecting other sectors both locally and nationally. For instance, efforts to enhance community resilience to climate change through agroforestry and other nature-based techniques not only improve natural resource management but also foster socio-economic changes within the involved communities. These effects also include the enhancement of institutional capacity, which extends beyond the Kalfor project areas and influences national forest management policies, potentially expanding its impact to other regions of Indonesia.

247. *Pathways for Broader Impact:* One of the additional pathways created by the Kalfor project is the development and implementation of data-driven policies that strengthen evidence-based decision-making in land status identification for HCV equivalent forests and forest management.

Catalytic/Replication Effect

248. The Kalimantan Forest (KalFor) Project can be analyzed in three catalytic or replication effect dimensions: systemic level, demonstration value, and new technology or approach production as follows:

249. *Systemic Level Effect:* At the systemic level, the KalFor project has shown effectiveness in creating changes that can be replicated on a larger scale, both within and outside Kalimantan;

- One example at the systemic level is the well-planned exit strategy, which is integrated into the entire project cycle (planning, implementation, monitoring, and evaluation). The project actively identifies aspects that will be phased out or transferred to local parties or relevant institutions, ensuring the continuation of conservation efforts after the project ends.
- By strengthening the capacity of national park managers and related organizations at the local and national levels, the project creates an institutional structure that can expand conservation impacts across Indonesia, not just in Kalimantan.
- The KalFor project also plays a role in promoting national forest management policy reforms by involving both local and central governments to adopt more environmentally friendly and community-based approaches, including the empowerment of women in natural resource management.

250. *Demonstration Value:* The KalFor project has strong demonstration value in showing how sustainable forest management models can be applied, with great potential for replication;

- By applying a community-based approach to forest management and non-timber forest product (NTFP) utilization, the project provides a practical example of how local communities can contribute to conservation while improving their economic well-being.
- The project demonstrates how women can be actively involved in forest management, providing an example for similar projects in other locations, both in Indonesia and abroad.
- Through the collection and use of real-time data in forest management, the project demonstrates how technology and data can be used to enhance the effectiveness of conservation management, providing a model for other projects focused on forest conservation and biodiversity protection.

251. *New Technology or Approaches:* The KalFor project introduces and adopts new technological approaches in forest management that can serve as a model for other projects;

- One key innovation shown by the project is the use of technology-based monitoring methodologies for key species and forest ecosystems. This involves the use of advanced tools and monitoring techniques to ensure effective management, especially in the context of species conservation and ecosystem restoration.
- KalFor integrates agroforestry systems that not only improve food security but also help reduce carbon emissions. This approach can serve as a model for similar projects that aim to integrate farming with sustainable forest management.
- The use of technology to support real-time, data-driven decision-making represents a new approach that enables more responsive and informed forest management. This leads to more adaptive management in response to climate change and threats to forest ecosystems. The development of Geospatial Information System called SIGAP and its dashboard to make the user easily access is shown.

Impact

252. This refers to how the project leads to or accelerates changes, including new policies, innovative practices, or shifts in mindset, that have wider effects. It can involve:
- Influencing local, national, or international policies that help spread the project's benefits.
 - Private Sector Engagement: Encouraging businesses or investors to adopt practices or technologies that align with the project's goals, such as sustainable resource management or environmental protection
 - Public Awareness: Raising awareness among the public or key stakeholders, prompting them to take action or change their behavior.
253. Long-term impact of the Kalimantan Forest (KalFor) project refers to the lasting effects that the project is expected to have on biodiversity conservation, sustainable forest management, and socio-economic development, even after the project has concluded. The promotion of agroforestry, sustainable forest management, and community-based conservation practices helps reduce deforestation rates and land degradation. This approach can lead to reduced pressure on forest ecosystems, providing long-term protection against unsustainable resource extraction and land conversion.
254. KalFor promotes sustainable farming and forest restoration to replace fire-based land clearing, which is a common method in Kalimantan. This approach helps fight climate change by increasing carbon storage in forests and supporting low-carbon livelihoods. Moving away from slash-and-burn practices reduces greenhouse gas emissions and prevents forest damage. As a result, KalFor helps protect both the environment and biodiversity. The project also teaches local communities sustainable farming methods, improving their long-term environmental health and livelihoods.

V. Main Findings, Conclusions, Recommendations & Lessons Learned

A. Main Findings

255. Based on the totality of documentation reviewed and stakeholder consultations as part of the TE process, the consultant team has concluded, in spite of minor shortcomings in achieving key species indicators, the Project achieved its objective of “*maintaining forest areas, including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops*”. Progress towards the objective is assessed as **Highly Satisfactory**, and delivered substantial achievements to the GEF biodiversity focal area.
256. Progress against Outcome 1 was rated **Highly Satisfactory**, against Outcome 2 was also rated **Highly Satisfactory**, against Outcome 3 was **Highly Satisfactory**, and against Outcome 4 was also **Highly Satisfactory**. Gender, Human Rights, and Social Inclusion was rated **Satisfactory**, although a small number of shortcomings and discrepancies were noted by the TE against the data reported by the Project. Of the total 17 indicators in the Strategic Results Framework, all 17 indicators were fully achieved or exceeded expectations, with no risks identified for almost the entire sustainability section.
257. The KalFor project primarily aimed to strengthen forest management and biodiversity conservation, focusing on APL and HPK areas in Kalimantan. It sought to legally recognize and protect these areas, ensuring sustainable forest resource management. This was achieved through forest protection initiatives in partnership with local governments, private sector involvement, and community

engagement, including indigenous groups, through policy advocacy and stakeholder empowerment strategies.

258. A key finding, beyond expectations, was the significant improvement in forest governance in APL areas, especially in legal recognition and cross-sectoral bureaucratic transformation. This included the collaboration between MoEF, the Ministry of Agriculture, regional authorities, and BAPPEDA for APL forest management. This was facilitated by strong coordination with local governments, issuing legal instruments to protect APL areas from conversion and unsustainable practices. Local governments in three Kalimantan provinces adopted protection measures, with early-stage safeguard systems established. Several APL areas were reclassified as protected or HCVA zones through regional policies, contributing to better forest management in HPK and APL zones and reducing illegal activities and land conversion.
259. The project also focused on implementing sustainable forest management practices in both HPK and APL areas. A key achievement was the development of collaborative, cross-sector regulations for forest protection in APL, involving provincial, district, and village governments. Additionally, community-based forest management schemes were established in APL areas. The project emphasized capacity building for key stakeholders, excellent knowledge management, and dissemination of lessons learned, while empowering local communities—particularly women, youth, and marginalized groups—to engage in sustainable livelihoods and forest conservation. A total of 674,899 hectares of APL land have been designated for protection and sustainable management, with 570,649 hectares classified as HCVA. Local communities, especially indigenous groups, gained more control over these lands through formal agreements and legal protection. Forest restoration efforts were also initiated in degraded APL zones.
260. Stakeholder participation in APL management was prioritized, with a focus on involving local communities, particularly women, youth, and marginalized groups, in conservation activities. The project established multistakeholder forums at the district level, ensuring local voices were integrated into management plans. Communities in buffer zones and APL areas participated in decision-making, ensuring access to resources and management opportunities. The project also introduced economic alternatives to reduce dependency on destructive activities like logging and land conversion.
261. Financial sustainability for forest protection in APL areas was a major focus. The project, with an estimated \$5.3 million USD for incentive mechanisms, helped establish funding mechanisms such as EFT to support ongoing forest conservation efforts or through GHG mechanisms managed by provincial governments. Some APL areas received legal protection and were included in national and regional climate funds for long-term conservation. A tracking and control system was established within the EFT framework, from the Ministry of Finance to the district level via an online application, enhancing financial transparency in forest protection at the village level. This implementation is expected to extend to other areas in future interventions.

B. Conclusions

262. The KalFor project successfully advanced sustainable forest management in Kalimantan, particularly in APL areas where legal regulations had not yet addressed key aspects, including terminology within Indonesian government policies, especially those of the Ministry of Environment and Forestry (MoEF). Therefore, this project can be considered an innovation, a new approach, and a proactive effort by the Indonesian government to strengthen forest protection outside conservation areas or forest zones.

263. The KalFor project advanced sustainable forest management in Kalimantan through a strong regulatory framework and active community participation in APL areas. The project established a long-term conservation model through legal recognition and involved multiple stakeholders, including local communities, particularly indigenous groups, to ensure the protection and restoration of critical ecosystems outside conservation zones.
264. The success of the KalFor project stemmed from its inclusive multistakeholder approach, bringing together government agencies, CSOs, local communities, and the private sector. This collaboration not only addressed key challenges but also ensured that the project's initiatives were relevant to local needs and widely supported. KalFor's ability to engage diverse stakeholders made its activities impactful and sustainable.
265. One of the key achievements of this project was the empowerment of communities, particularly women, persons with disabilities, and ethnic minority groups. Women played a crucial role in project management and community economic development, driving initiatives that strengthened local livelihoods, including the traditional food industry and handicrafts. In some project sites, women became the dominant participants within the CSOs. While persons with disabilities had a smaller role, they still played an important part as pioneers in the development of sustainable economic activities within the project.
266. The project created new economic opportunities for local communities by promoting sustainable resource use, enhancing livelihoods through the development of NTFPs and nature-based tourism. The establishment of incentive mechanisms, such as EFT or pro-carbon mechanisms supporting forest protection in their villages, provided communities with the financial capital needed for long-term and sustainable forest protection.
267. KalFor implemented a robust knowledge management system, facilitating the sharing of experiences and lessons among stakeholders. This system not only captured the technical and operational aspects of the project but also enabled effective communication of its successes, enhancing stakeholder engagement and influencing future policies and practices.
268. Challenges such as staff turnover, changing policies, and logistical hurdles, the KalFor project demonstrated significant resilience. Through adaptive management practices, the Project Management Unit (PMU) and SekBer including focal points and regional facilitators effectively addressed emerging issues, realigned resources, and maintained the project's focus on its core objectives.
269. The project faced significant risks due to potential internal policy conflicts within the Ministry, as reflected by the discontinuation of KEE or OECM initiatives in MoEF policies and technical implementation. Several KEE initiatives at the field level were halted. However, the KalFor project successfully navigated these challenges through a multistakeholder approach, with local governments taking the lead, supported by MoEF. The umbrella policy for forest protection in APL (Law No. 32 of 2024) was issued toward the end of the project.

C. Recommendations

270. The following recommendations identify actions that need to be completed in the context of the post-KalFor project phase, based on issues per component. The "Entity Responsible" column lists the

key stakeholders who have the capacity and opportunity to implement the recommendations, while the "Priority Level" column indicates the status of each recommendation, whether it is high priority, medium priority, or low priority for attention or implementation. These recommendations were developed based on information gathered during the field mission and feedback received from stakeholders and beneficiaries.

271. The TE offers the following recommendations for consideration by the Project:

Table 27: TE Recommendations Table

Rec #	TE Recommendations	Entity Responsible	Priority Level
A	<i>Component 1: Forest Area Planning</i>		
A1	Develop and promote sustainable investments to support local governments, civil society organizations (CSOs), and enhance community involvement, including women, youth, and persons with disabilities, in managing APL forest areas. Strong local governance is essential to protect these areas from land conversion and harmful activities. Investment categories include sustainable funding, support for the sustainability of multistakeholder forums, capacity building, strengthening safeguard planning, strengthening platforms for women, youth, and persons with disabilities involvement, as well as long-term political and policy support for regulations that have been initiated collaboratively.	MoF, Local Gov., CSOs	High
B	<i>Component 2: Demonstration of Strategy</i>		
B1	Apply economic valuation and develop business models, including carbon valuation, PES, and agroforestry benefits, to promote community-based forest management. The pilot results will provide guidance for sustainable forest management tailored to the economic needs of the community. Economic valuation and these business models will be crucial in the future, as they can encourage key stakeholders, especially local communities, to develop alternative livelihood mechanisms through sustainable forest governance, including the development of NTFPs, ecosystem service mechanisms, bioprospecting, and carbon credits.	MoF, Local Gov., CSOs	High
C	<i>Component 3: Incentive Mechanism</i>		
C1	Establish additional funding mechanisms or incentives to ensure the effective implementation of Ecological Fiscal Transfers (EFT), particularly in regions where these mechanisms are underdeveloped. Such incentives can also support conservation activities aligned with local needs. The EFT should not only be sustainable in Kotawaringin Barat but also be expanded to other target sites initiated by KalFor, including Sintang, Ketapang, and Kutai Timur, and potentially extended to other districts as well.	MoFi, MoF, Local Gov	Middle
D	<i>Component 4: Knowledge Management</i>		
D1	Utilize the Regional Facilitator and Focal Point model to ensure effective local engagement and knowledge transfer among stakeholders. This approach has proven to build trust and foster local ownership in project implementation.	UNDP, MoF, Local Gov	Middle
D2	Develop training and mentorship programs for future project teams, focusing on Project Management skills and lessons from past projects. Share best practices, including initiating the development of regulation models, to preserve knowledge and strengthen capacity for GEF-8 projects, ensuring smooth knowledge transfer and improved team performance.	UNDP, MoF, Local Gov	High

D. Lessons Learned

2. The following lessons learned were identified:

- ***Project Management Unit (PMU) and SekBer at the national and regional level were instrumental in absorbing disruption and providing operational continuity***
The Project Management Unit (PMU) and SekBer worked closely to maintain project continuity despite challenges. The PMU coordinated stakeholders and addressed disruptions like staff turnover and policy shifts, while SekBer adapted plans to local contexts and provided strategic guidance. Both ensured strong governance, minimized conflicts, and sustained project progress.
- ***It is imperative that projects with significant awareness and communication elements are designed with robust budgets to support these activities***
Projects with significant communication components need sufficient budgets. KalFor's success relied on investing in media campaigns, stakeholder engagement, and knowledge sharing, ensuring inclusive and effective outreach to diverse audiences. Robust funding allowed for high-quality materials, innovative platforms, and sustained impact.
- ***Both provincial and district governments, NGOs/CSOs, and innovative youth groups play a crucial role in the management of forests or High Conservation Value (HCV) areas in HPK and APL zones***
Provincial and district governments, CSOs, and youth groups bring essential expertise to managing forests and High Conservation Value Areas (HCVAs). These groups should be central to future governance frameworks, fostering collaboration and sustainable practices.
- ***Improved relations between Government officers, private sectors and communities can lead to improved HCVA conservation outcomes***
Strong partnerships among government, private sectors, and communities enhance HCVA conservation. By aligning policies, practices, and local involvement, these groups can achieve effective, sustainable, and inclusive conservation outcomes.
- ***Exit strategies are not just for the end of project operations***
Exit strategies should be planned early, building local capacity and ownership throughout the project. This ensures a smooth transition and the continuation of initiatives after external support ends.
- ***Sound financial management and reporting ought to include forecasting***
Sound financial management includes quarterly forecasting to anticipate disbursements and adjust budgets. This practice ensures resources are efficiently allocated and aligned with project needs.

LIST OF ANNEXES:

- ANNEX A:** Terms of Reference of Terminal Evaluation
- ANNEX B:** TE Kick-off PowerPoint Slides
- ANNEX C:** Inception Report
- ANNEX D:** List of Documents Reviewed
- ANNEX E:** Sample of Indicative Interview Questions
- ANNEX F:** List of Persons Interviewed
- ANNEX G:** Presentation of Preliminary Findings
- ANNEX H:** Summary of Rating Scales
- ANNEX Ia:** Signed Evaluation Consultant Agreement Form
- ANNEX Ib:** Signed UNEG Code of Conduct
- ANNEX J:** Signed TE Report Clearance Form
- ANNEX K:** Logic Model - Theory of Change Analysis Table
- ANNEX L:** Co-financing
- ANNEX M:** Audit Trail of Comments (separate file)
- ANNEX N:** Project Scorecard(s) and Tracking Tool(s)

ANNEX A: TERMS OF REFERENCE OF TERMINAL EVALUATION



Annex I - Terms
of References

<https://drive.google.com/file/d/18MnYdnWFZjLkDH7mJAGrf-D2OXYW0N9R/view?usp=sharing>

https://www.dropbox.com/scl/fi/3m2o8l bv5whktrphiz35o/ToR_Terminal-Evaluation-of-Kalfor-Project_final-clean.pdf?rlkey=71n7jf4xd87dg0f29vjgmvmfi&st=u6z54j2m&dl=0

ANNEX B: TE KICK-OFF POWERPOINT SLIDES



UNDP-GEF TE -
Kalfor Project
Kick-off_v1.0

https://docs.google.com/document/d/1_IL3SIV_qBf0Ma4djeQZHBrbWhaiB_wf/edit?usp=sharing&ouid=105936468028160081031&rtpof=true&sd=true

https://www.dropbox.com/scl/fi/igbecoutww6t9s0e6wum2/UNDP-GEF-TE-Kalfor-Project-Kick-off_v1.0.pptx?rlkey=h5k3oq1akcx59hj1b5ayphi9t&st=ejhcutm3&dl=0

ANNEX C: INCEPTION REPORT



UNDP-GEF Kalfor
Project_TE_Inception_Report_v1.0_
MPO_EU (2)

https://docs.google.com/document/d/1_IL3SIV_qBf0Ma4djeQZHBrbWhaiB_wf/edit?usp=sharing&oid=105936468028160081031&rtpof=true&sd=true

https://www.dropbox.com/scl/fi/gmfkz6zvz7h15x5hd4lsu/UNDP-GEF-Kalfor-Project_TE_Inception_Report_v1.0_MPO_EU-2.docx?rlkey=ryyggd76mz4tslnxn2h5jv6fz&st=mdthjfgk&dl=0

ANNEX D: LIST OF DOCUMENTS REVIEWED

2024 Terminal Evaluation Information Package

- a. Annual Report
 - Annual Report 2018 KalFor (Kalimantan Forest Project)
 - Annual Report 2019 KalFor (Kalimantan Forest Project)
 - Annual Report 2020 KalFor (Kalimantan Forest Project)
 - Annual Report 2021 KalFor (Kalimantan Forest Project)
 - Annual Report 2022 KalFor (Kalimantan Forest Project)
 - Annual Report 2023 KalFor (Kalimantan Forest Project)
 - Annual Report 2024 KalFor (Kalimantan Forest Project)
 - KalFor Achievement as of September 2024
 - Capaian KalFor sampai dengan 2023

- b. BTOR
 - BTOR Agus Hernadi
 - BTOR 21 11 02-05 AH - Ketapang-KalBar (Bappenas money)
 - BTOR 21 12 16-19 AH - Bogor – Lido
 - BTOR 21 12 21-23 AH – Bandung
 - BTOR 22 05 17-18 AH – Ketapang
 - BTOR Alhamdi Yosef Herman
 - BTOR 19 10 03-05 AY - Yogyakarta - Study Banding
 - BTOR 19 10 17-18 AY - Samarinda - KP Worplan FINAL
 - BTOR 19 10 25-25 AY - Bogor – KoM
 - BTOR 19 11 11-12 AY - Pangkalan Bun – Pertemuan
 - BTOR 19 11 26-27 AY - Bandung - Incentive Mechanism with EPASS
 - BTOR 19 12 05-06 AY - Bogor - Statistic Book
 - BTOR 19 12 13-13 AY - Bogor - UNFCCC Evaluation
 - BTOR 19 12 23 AY - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 07-09 AY - PangkalanBun – TAHURA
 - BTOR 20 01 30-02 AY - Bali - AWP 2020
 - BTOR 20 02 25-28 AY - Ketapang - Survey Desa Suka Maju and Tanjung Pasar
 - BTOR 20 03 05-06 AY - Bogor - Roadmap Evaluation
 - BTOR 20 03 13 AY - Bogor - Training LAPAN Preparation
 - BTOR 21 12 16-19 AY - Bogor – Lido
 - BTOR 21 12 20-24 AY - Bandung – Novotel
 - BTOR 22 01 06-08 AY - Bogor - Royal Tulip
 - BTOR 23 10 09-10 AY - Bogor - SwissBellin (SIGAP, KMS, EESV)
 - BTOR 23 10 13-16 AY - Banyuwangi (Sosialisasi SIGAP)
 - BTOR 23 10 18-19 NS KOBAR BRITS(FGD GRAND FOREST PARK, KYI 2023)
 - BTOR Ardiansyah Abidin
 - BTOR 19 10 03-05 AA - Yogyakarta - Study Banding
 - BTOR 19 11 14-15 AA - Bogor - TNA Lomba Kreasi KalFor
 - BTOR 19 11 26-27 AA - Bandung - Incentive Mechanism with EPASS
 - BTOR 19 12 05-06 AA - Bogor - Statistic Book
 - BTOR 19 12 23 AA - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 16-17 AA - Bogor - Knowledge Management
 - BTOR 20 01 23-24 AA - Bandung – IKN
 - BTOR 20 01 30-02 AA - Bali - AWP 2020
 - BTOR 21 12 16-19 AA - Bogor – Lido

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- BTOR 21 12 21-23 Bandung
 - BTOR 21 12 30-01 AA Lombok - Survey Activity Lombok
 - BTOR 23 07 05-07 AA_Coord_Meet_PMU_JOG
 - BTOR 23 07 11-14 AA - RR Visit to Kotawaringin Barat
 - BTOR 23 09 10-13 AA - Ketapang - Sosialisasi KYI 2023
 - BTOR 23 09 25-26 AA - Pontianak - Sosialisasi KYI 2023
 - BTOR 23 10 09-10 AA - Bogor - SwissBellin (SIGAP, KMS, EESV)
 - BTOR 23 10 15-17 AA - Samarinda - Sosialisasi KYI 2023
 - BTOR 23 10 18-21 AA - Kuching Malaysia - Studi Banding Hutan Kota Serawak
 - BTOR_23 08 28-29 AA - Makassar- NDC Seminar
- BTOR Dessy Ratnasari
 - BTOR 19 03 04-10 DR - Bogor - Meeting Savero
 - BTOR 19 08 05-10 DR - Jakarta - Security Training dan Meeting Sheraton Bandung
 - BTOR 19 09 29-04 DR - Jakarta - PBM 3
 - BTOR 19 09 30-05 DR - Yogyakarta - Studi Banding Ensaid Panjang
 - BTOR 19 12 08-08 DR - Pontianak - Undangan Makan Malam
 - BTOR 19 12 22-24 DR - Pontianak - Review 2019 dan Outlook 2020
 - BTOR 20 01 22-24 DR - Pontianak - Meeting Sekber Kalbar (1)
 - BTOR 20 01 30-02 DR - Bali - AWP 2020
 - BTOR 20 02 03-05 DR - Sintang - Assist Team UNDS
 - BTOR 20 02 26-02 DR - Pontianak - Pembahasan RKP Kalbar 2021
 - BTOR 21 11 15-15 DR - Pertemuan Konsultasi Perbup Sintang dengan Kanwil Hukum dan HAM
 - BTOR 21 12 16-19 DR - Bogor – Lido
 - BTOR 22 01 16-21 AWP Lombok
 - BTOR 22 01 22-26 Kunjungan lapangan Dea Cluster 2 Sintang-rev2
 - BTOR 22 06 26 - 07-01 DR Jakarta ESIA SESP Training
 - BTOR 22 07 06-08 - DR - Banjarbaru FOLU NETSINK
 - BTOR 22 07 10-13 DR - DR Pontianak Sosialisasi LVGA
 - BTOR 22 08 02-05 DR Serawai - Sosialisasi Perbup Rimba Gupung Serawai Ambalau
 - BTOR 22 06 26 - 07-01 DR Jakarta ESIA SESP Training
 - BTOR 23 06 18-24 Bimtek MPA Cluster 2 Sintang
 - BTOR 23 10 11-13 DR - Sintang - MyHome (SIGAP, EESV)
 - BTOR 2023 05 21-27 DR Bimtek MPA Cluster 1 Sintang
 - BTOR 2023 07 03-09 Coordination Meeting Jogja
 - BTOR 2023 07 19-21 Meeting Teraju Pontianak
 - BTOR 2023 08 03-08 Bimtek MPA Cluster 3 Sintang
 - BTOR 2023 08 08-11 Monev CSO di Pontianak
 - BTOR 2023 18-24 Bimtek MPA Cluster 2 Sintang
 - BTOR 2023-08 13-18 Dessy R_Meering NDC Balikpapan 13-18 Agustus 2023
 - BTOR 2023-08-24-30 Bimtek MPA Cluster 4 Sintang
 - BTOR Dodi Andriadi Suhendar
 - BTOR 19 10 25-25 DA - Bogor – KoM
 - BTOR 19 11 14-15 DA - Bogor - TNA Lomba Kreasi KalFor
 - BTOR 19 11 26-27 DA - Bandung - Incentive Mechanism with EPASS
 - BTOR 19 12 05-06 DA - Bogor - Statistic Book
 - BTOR 19 12 13-13 DA - Bogor - UNFCCC Evaluation
 - BTOR 19 12 23 DA - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 16-17 DA - Bogor - Knowledge Management
 - BTOR 20 01 23-24 DA - Bandung – IKN
 - BTOR 20 01 30-02 DA - Bali - AWP 2020
 - BTOR 20 03 05-06 DA - Bogor - Roadmap Evaluation
 - BTOR 20 03 13 DA - Bogor - Training LAPAN Preparation

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- BTOR 21 12 16-19 DA - Bogor – Lido
 - BTOR 21 12 21-23 DA – Bandung
 - BTOR 21 12 30-01 DA – Lombok
 - BTOR 22 01 06-08 DAS - Bogor - Royal Tulip
 - BTOR 23 10 09-10 DA - Bogor - SwissBellin (SIGAP, KMS, EESV)
 - BTOR 23 10 13-16 DS - Banyuwangi (Sosialisasi SIGAP)
 - BTOR Laksmi Banowati
 - BTOR 19 01 26-27 LB - Bogor - Q3-Q4
 - BTOR 19 05 13-13 LB - Sangatta – FinBaseline
 - BTOR 19 08 23-24 LB - Tenggarong - Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 2
 - BTOR 19 10 03-05 LB - Yogyakarta - Study Banding
 - BTOR 19 10 09-13 LB - Yogyakarta - Policy Brief
 - BTOR 19 11 26-27 LB - Bandung - Insentive Mechanism with EPASS
 - BTOR 19 12 04-09 LB - Madrid – COP
 - BTOR 19 12 13-13 LB - Bogor - UNFCCC Evaluation
 - BTOR 19 12 23 LB - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 07-09 LB - PangkalanBun – TAHURA
 - BTOR 20 01 23-24 LB - Bandung – IKN
 - BTOR 20 01 30-02 LB - Bali - AWP 2020
 - BTOR 20 02 11-13 LB - Sintang - Kunjungan Lapangan Desa Ensaid Panjang dan Seminar Nasional
 - BTOR 20 02 26-28 LB - Bandung - FGD UUCK
 - BTOR 20 03 05-06 LB - Bogor - Roadmap Evaluation
 - BTOR 20 03 13 LB - Bogor - Training LAPAN Preparation
 - BTOR 21 12 16-19 LB - Bogor – Lido
 - BTOR 21 12 21-23 LB – Bandung
 - BTOR 22 01 06-08 LB - Bogor - Royal Tulip
 - BTOR 22 03 30-31 LB – YOGYAKARTA
 - BTOR 22 05 17-18 LB – Ketapang
 - BTOR 23 07 05-07 LAKSMIBANOWATI_Coord_Meet_PMU_JOG
 - BTOR 23 07 05-07 LAKSMIBANOWATI_RR visit PBUN
 - BTOR 23 08 28-29 LB - Makassar - Seminar NDC
 - BTOR 23 10 09-10 LB - Bogor - SwissBellin (SIGAP, KMS, EESV)
 - BTOR 23 10 13-16 LB - Banyuwangi (Sosialisasi SIGAP)
 - Laksmi i BTOR Viena 9-14 September 2023
 - BTOR 19 05 13-13 LB - Sangatta – FinBaseline
 - BTOR Lusy Anggraini Sardi
 - BTOR 19 03 13-15 LS – Sangatta
 - BTOR 19 06 28-28 LS - Bogor - Admin GIS
 - BTOR 19 07 24-26 LS - Pangkalan Bun
 - BTOR 19 09 03-06 LS – Sintang
 - BTOR 19 10 03-05 LS – Yogyakarta
 - BTOR 19 10 09-11 LS - Palangka Raya – UNMUH
 - BTOR 19 10 26-27 LS – Bogor
 - BTOR 19 11 27-30 LS - Bandung & Palangkaraya - Admin Training
 - BTOR 19 12 09-10 LS - Pangkalan Bun – Multistakeholder
 - BTOR 19 12 13-13 LS - Jakarta - Doc Open CSO
 - BTOR 19 12 22-24 LS – Yogyakarta
 - BTOR 20 01 17-17 LS - Bogor - AWP activity & KalFor creation
 - BTOR 20 01 28-31 LS - Bali - AWP 2020
 - BTOR 20 02 11-13 LS - Sintang - Kunjungan Lapangan Desa Ensaid Panjang dan Seminar

- Nasional
 - BTOR 20 03 05-06 LS – Bogor
 - BTOR 21 10 29-30 LS - Bogor AWP, COP, Monev Novotel
 - BTOR 21 11 16-19 LS - Bogor – Lido
 - BTOR 21 12 21-23 LS - Bandung ToR Act
- BTOR Machfudh
 - BTOR 19 10 03-05 MF - Yogyakarta - Study Banding
 - BTOR 19 10 17-18 MF - Samarinda - KP Worplan FINAL
 - BTOR 19 10 25-25 MF - Bogor – KoM
 - BTOR 19 11 14-15 MF - Bogor - TNA Lomba Kreasi KalFor
 - BTOR 19 11 26-27 MF - Bandung - Incentive Mechanism with EPASS
 - BTOR 19 12 05-06 MF - Bogor - Statistic Book
 - BTOR 19 12 09-10 MF – Palangkaraya
 - BTOR 19 12 13-13 MF - Bogor - UNFCCC Evaluation
 - BTOR 20 01 10-10 MF - Bogor – PIAREA
 - BTOR 20 01 16-17 MF - Bogor - Knowledge Management
 - BTOR 20 01 23-24 MF - Bandung – IKN
 - BTOR 20 01 30-02 MF - Bali - AWP 2020
 - BTOR 20 02 26-28 MF - Bandung - FGD UUCK
 - BTOR 20 03 05-06 MF - Bogor - Roadmap Evaluation
 - BTOR 20 03 13 MF - Bogor - Training LAPAN Preparation
- BTOR Muhammad Iqbal Firdiansyah
 - BTOR 19 06 30-04 IQ - Bogor - Coordinating Meeting
 - BTOR 19 08 13 IQ - Pontianak - Presentasi Aidenvironment di BKSDA
 - BTOR 19 09 18-19 IQ - Ketapang - Kunjungan lapangan Proyek Kalfor
 - BTOR 19 10 08 IQ - Pontianak - Undangan Dishut KPH
 - BTOR 19 10 23-25 IQ - Pontianak - Undangan Sekda Rakor DBH SDA
 - BTOR 19 11 19 IQ - Pontianak - Undangan WS Validasi Identifikasi Kebutuhan Diklat SDM KPH
 - BTOR 19 12 08 IQ - Pontianak - Undangan Makan Malam
 - BTOR 20 01 21 IQ - Pontianak - Legalisasi Konservasi
 - BTOR 20 02 25-28 IQ - Ketapang - Survey Desa Suka Maju n Tanjung pasar
- BTOR Muthia Evirayani
 - BTOR 19 08 08-09 ME - Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 1
 - BTOR 19 08 08-09 ME - Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 2
 - BTOR 19 10 03-05 ME - Yogyakarta - Study Banding
 - BTOR 19 10 17-18 ME - Samarinda - KP Worplan FINAL
 - BTOR 19 10 25-25 ME - Bogor – KoM
 - BTOR 19 11 26-27 ME - Bandung - Incentive Mechanism with EPASS
 - BTOR 19 12 23 ME - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 07-09 ME - Pangkalan Bun – TAHURA
 - BTOR 20 01 30-02 ME - Bali - AWP 2020
 - BTOR 20 02 11-13 ME - Sintang - Kunjungan Lapangan Desa Ensaid Panjang dan Seminar Nasional
 - BTOR 21 12 17-19 ME - Bogor – Lido
 - BTOR 21 12 20-24 ME - Bandung – Novotel
 - BTOR 22 01 06-08 ME – Bogor
 - BTOR 22 03 30-31 ME – YOGYAKARTA
 - BTOR 22 04 26-28 ME – BOGOR
 - BTOR 22 05 17-18 ME – Ketapang
 - BTOR 22 06 05-07 ME – Samarinda
 - BTOR 22 08 11-12 ME

- BTOR 23 10 11-13 ME - Sintang - MyHome (SIGAP, EESV)
- BTOR Nefretari Sari
 - BTOR 19 10 03-05 NS - Yogyakarta - Study Banding
 - BTOR 19 10 25-25 NS - Bogor – KoM
 - BTOR 19 11 14-15 NS - Bogor - TNA Lomba Kreasi KalFor
 - BTOR 19 12 13-13 NS - Bogor - UNFCCC Evaluation
 - BTOR 19 12 23 NS - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 30-02 NS - Bali - AWP 2020
 - BTOR 20 03 05-06 NS - Bogor - Roadmap Evaluation
 - BTOR 20 03 13 NS - Bogor - Training LAPAN Preparation
 - BTOR 21 12 16-19 NS - Bogor – Lido
 - BTOR 21 12 20-24 NS - Bandung Nefri
 - BTOR 22 04 28 NS - Pullman Bogor
 - BTOR 23 07 05-07 NEFRETARI SARI RR-visit PBUN
 - BTOR 23 07 05-07 NEFRI_Coord_Meet_PMU_JOG
 - BTOR 23 10 09-10 NS - Bogor - SwissBellin (SIGAP, KMS, EESV)
 - BTOR 23 10 13-16 NF - Banyuwangi (Sosialisasi SIGAP)
 - BTOR 23 10 18-19 NS KOBAR BRITS(FGD GRAND FOREST PARK, KYI 2023)
 - BTOR Study Banding 23-25 Maret 2022NF
 - BTOR_23 03 13-16 NS Sintang. MOU Desa Bangun
 - BTOR_Nefretari_Sari_-_28-29_Makassar[1]
- BTOR Nila Silvana
 - BTOR 21 12 02-05 NL - Kunjungan Monev Bapenas ke ketapang EN
 - BTOR 21 12 16-19 NL - Bogor – Lido
 - BTOR Kunjungan Monev Bapenas ke ketapang 02-05. 11.2021_Nila Silvana
 - BTOR 22 01 17-20_Nila Silvana-National & Regional Coordination Workshop at Lombok
 - BTOR 22 06 22-24_Nila Silvana-ToT Local Champion dan Koordinasi dengan pemkab Kab. Ketapang
 - BTOR 20220707 Banjar baru
 - BTOR 20220721-Sintang
 - BTOR 20220805-Ktapang CNA dan GESI
 - BTOR 20220923-Sanggau
 - BTOR_AWP2022Prep_NilaSilvana_Bogor_ENG
 - BTOR_FGD dan Penanaman Pohon Hutan Kota Teluk Akar Bergantung_20220908
 - BTOR_FGD dan Sosialisasi Peraturan Pengelolaan Areal Berhutan di APL_20220927
 - BTOR_FGD Interim Report Rantai Nilai dan Penilaian Pasar HHHBK Kab. Ketapang_20220425
 - BTOR_FGD&CB Valuasi Ekonomi Jasa Ekosistem Kab. Ketapang_20220519
 - BTOR 23 01 05 _ Nila Silvana-_Evaluasi Cluster 2 Ketapang
 - BTOR 23 02 01 _Nila Silvana-Studi Pragmatis Sanggau
 - BTOR 23 02 13-16_Nila Silvana-Koordinasi dan monev LVGA Ketapang
 - BTOR 23 05 16-18_Nila Silvana-FGD Pengumpulan Data HCVF Ketapang
 - BTOR 23 05 21-24_Nila Silvana-Pelatihan MPA Sintang-
 - BTOR 23 06 04-06_Nila Silvana-Monev LVGA Cluster I Phase II dan Local Champion Ketapang_Sandai
 - BTOR 23 06 07-09_Nila Silvana - Kick Off Meeting Cluster 2
 - BTOR 23 07 05-07 _Nila Silvana-Meeting Koordinasi Yogyakarta
 - BTOR 23 08 13-17_Nila Silvana-Carbon Balikpapan
 - BTOR 23 09 06-08 _Nila Silvana - Meeting Koordinasi dengan pemkab Ketapang
 - BTOR 23 09 15-19_Nila Silvana-Jakarta Festival LIKE
 - BTOR 23 10 11-13_Nila Silvana-Sosialisasi KYI dan Monev
 - BTOR 23 10 18-21_Nila Silvana-Comparative Study Urban Forest Management at Kuching
 - BTOR_Ketapang 31 Okt-3 Nov 2023

- BTOR_Ketapang 8-10 Nov 2023
- BTOR_Pelatihan MPA Sintang-12-15 Nov 2023
- BTOR 23 11 20-24 Nila Silvana_Monev-SIGAP_PMU-Meeting_BPN_ENG
- BTOR 23 12 19-21 Nila Silvana_Monev_Ketapang_ENG
- BTOR 24 01 14-19 Nila Silvana_AWP -Monev_ENG
- BTOR 24 02 17-24 Nila Silvana_TSL
- BTOR 24 03 3-7 Nila Silvana_KLHS n Exit Strategy
- BTOR 24 03 18-23 Nila Silvana_KLHS
- BTOR 24 03 26-28 Nila Silvana_KLHS.doc
- BTOR 24 04 17-19 Nila Silvana_KLHS
- BTOR 24 05 6-8 Nila Silvana_KLHS
- BTOR 24 05 20-22 Nila Silvana_KLHS
- BTOR Panthom Priyandoko
 - BTOR 18 10 17-19 PP - TA10653_12023_Workshop Baseline University
 - BTOR 18 10 29-31 PP - TA10871_12024_Project Board Meeting
 - BTOR 18 11 06-11 PP - TA10921_Induction Program - Internal PMU Meeting
 - BTOR 18 11 21-22 PP - TA 11168 - Courtesy Call Bupati Kutim
 - BTOR 18 11 21-22 PP - TA11164_Courtesy Call Bupati Kutim
 - BTOR 18 12 02-05 PP - TA11379_11674_11703_Lokakarya Belajar Berbagi Desa Mahakam
 - BTOR 18 12 08-13 PP - TA12022_Security Briefing and Baseline
 - BTOR 18 12 11-14 PP - TA11459_National Coordination Meeting
 - BTOR 18 12 18-22 PP - TA11578_12025_PMU Internal and Spatial Adm Fin for Baseline
 - BTOR 19 01 13-16 PP - TA11791_Persiapan Gender Workshop KalFor dan annual WP2019
 - BTOR 19 01 28-31 PP - TA11844_Gender Workshop KalFor
 - BTOR 19 02 20-23 PP - TA12320_12238_Sosek PMU Internal Meeting
 - BTOR 19 03 04-05 PP - TA12406_Sangata_SCPPOP_sosialisasi
 - BTOR 19 03 13-15 PP - TA12503_Pres_Tim_Survey_UNMUL_SGT
 - BTOR 19 03 22-22 PPRU - TA15018_FGD Roadmap-Forum_Kutim_19-20_Sangatta
 - BTOR 19 03 28-30 PP - TA12696_Klasifikasi Tutupan Lahan FCPF Bogor
 - BTOR 19 04 03-06 PP - TA12731_PMU Microgrant Meeting
 - BTOR 19 04 08-10 PP - TA12852_Fasilitasi FP dalam Melakukan Observasi Tim Baseline Unmul di Kutai Timur [Rantau Pulung]
 - BTOR 19 04 08-10 PP - TA12852_Observasi Aktivitas Lapangan Penyusunan Baseline Hutan di APL Kutai Timur [Rantau Pulung]
 - BTOR 19 05 01-03 PP - TA13088_Coordination Meeting SCPOPP_Sangatta
 - BTOR 19 05 15-15 PP - TA13196_Meeting dengan Disbun Kutim untuk Data-ok
 - BTOR 19 06 26-26 PP - TA13589_Meeting Teknis Koordinasi Kegiatan dengan Earthworm dan GIZ SCPPOP
 - BTOR 19 06 30-30 07-04 PP - TA13674_Eval Prj Sms1 - KAK Sms2
 - BTOR 19 07 25-25 PP - TA14234_Integrasi Program FCPF_ok
 - BTOR 19 08 06-10 PP - TA14408_Planning on village Comparative study-MPalmOilPlanMgt
 - BTOR 19 08 15-16 PP - TA14528_Penyusunan Pergub BSM -FGRM_Balikpapan
 - BTOR 19 08 23-24 PP - TA14623_Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 2_panthom
 - BTOR 19 09 03-04 PP - TA14767_Rapat Koordinasi Kegiatan Proyek Kalfor di Kabupaten Kutai Timur - Sangatta 4 Sept 2019_OK
 - BTOR 19 09 12-14 PP - TA 14910 - Pembahasan MoU Kerjasama dalam Penguatan Perencanaan dan Pengelolaan hutan di Luar Kawasan Hutan
 - BTOR 19 09 30-30 PP - TA15168_Konsultasi Publik - KLHS IKN - 30 September 2019
 - BTOR 19 10 03-04 PP - TA201938_AWP2020-Studi Banding Jogja
 - BTOR 19 10 06-09 PP - TA201993_FGD Sosec-Perp PBM
 - BTOR 19 10 15-15 PP - TA2019612 RTL Training HCV Kebun 15Nov2019 Balikpapan
 - BTOR 19 10 21-21 PP - TA2019663_FGD-III RaperGub HCV Kebun 21Nov2019 FourPoint

Balikpapan

- BTOR 19 10 22-26 PP - TA2019274_Sign MoU PKTL-Pemprov-Pemkab
- BTOR 19 10 29-29_11 01-01 PP - TA2019390_SC Meeting
- BTOR 19 11 07-11 PP - TA 2019520 - Pre Assessment Desa - desa Potensial Pilot KalFor Project di Kabupaten Kutai Timur
- BTOR 19 11 07-11 PPRU - TA2019520_Pre-Assess Desa Pilot
- BTOR 19 11 28-29 PP - TA2019908_Kick-off Meeting Inpres8-18
- BTOR 19 12 09-12 PPRU - TA2019909_Singkronisasi data spasial Kutim
- BTOR 19 12 12-13 PP - TA2019950_MainstreamingER_12-13Des19Jatra_Balikpapan
- BTOR 19 12 19-23 PP - TA20191007_Pembahasan Renstra DDPI Kaltim
- BTOR 19 12 19-23 PPRU - TA20191007_Rencana Strat DDPI
- BTOR 19 12 20-22 PP - TA20191007_Renstra_DDPI_20-22_Des19_Lombok
- BTOR 19 03 10-12 PP - TA20201738_Workshop Perkebunan Berkelanjutan Tahun 2020
- BTOR 20 01 12-12 PP - TA20201217_Policy-ER_HCV-Disbun_BFast-Norway_Smd-Bpn
- BTOR 20 01 30-02 PP - TA 20201269 - Bali - Roadmap KalFor & AWP 2020
- BTOR 20 02 05-07 PP - TA20201424_DiskusiTerbatas_in8-2018_UNMUL_samarinda
- BTOR 20 02 17-18 PP - TA20201522_Persiapan WS Perkeb_Berkelanjutan_Smda
- BTOR 21 01 26-26 PPRU_Kaltim - TA_MonevCSO_Share_Learning_ENG
- BTOR 21 05 24-25 PP - TA_Monev KalFor Kutim-OPD-Bupati_Panthom_ENG
- BTOR 21 11 15-20 PP - TA20212428_AWP2022Prep_Panthom_ENG_Bogor_ENG
- BTOR 21 12 19-25 PP - TA20212681_Bappenas Monev KalFor-POM FCPF_Panthom_ENG_Sgt_Smr
- BTOR 22 01 16-20 PP - TA20222806_AWP-2022_Lombok
- BTOR 22 03 28-04 PP - TA20223073_Uji Kompetensi PilotDrone_Samarinda
- BTOR 22 05 10-12 PP - TA20223296_Monev_LVG Kutim_Saka
- BTOR 22 05 24-25 PP - TA20223410_SIGAP_Kaltim_Samarinda
- BTOR 22 06 05-07 PP - TA20223524_Aanwijzing_LVGA_Samarinda
- BTOR 22 06 27-30 PP - TA20223627_Training SESP_PMU Meeting_Jakarta
- BTOR 22 08 15-17 PP - TA20224169_Kickoff_RPDAS_Samarinda
- BTOR 22 08 23-26 PP - TA20224155_Assmt_MonevPaklik_Kobar
- BTOR 22 09 14-14 PP - TA20224498_FOLU NET_Sink_Kaltim - PrepLVG_C2_Kutim_update_Samarinda
- BTOR 22 09 19-23 PP - TA20224547_Training VTOL Balikpapan
- BTOR 22 09 27-30 PP - TA20224593_Studi Pragmatis-UGM_Kukar
- BTOR 22 10 19-22 PP - TA20224725_CoordMeet Pragmatis-Jogja
- BTOR 22 10 24-25 PP - TA20224866_Monev_BagiPakai_Samarinda
- BTOR 22 11 07-11 PP - TA20225064_Konsolidasi-BimtekPUG-FKPB_Samarinda
- BTOR 22 11 15-18 PP - TA20225175_RA-KSB_RPDAS_Samarinda
- BTOR 22 11 22-24 PP - TA20225230_FGD_Pragmatis Kukar_Samarinda
- BTOR 22 11 30-01Des PP - TA20225231_FGD_Verify_HR_PRay
- BTOR 22 12 05-06 PP - TA20225203_FGD_MoUIGT-PBM6_JKT
- BTOR 22 12 15-15 PP - TA20225474_Teknis IGT_SMR
- BTOR 23 01 09-14 PANTHOM - TA20225495_AP-GEF8_Bali
- BTOR 23 01 16-17 PANTHOM - TA20225597_AWP-BPS_SMR
- BTOR 23 01 23-25 PANTHOM - TA20235635_Paparan UGM-KUKAR_TGR
- BTOR 23 02 13-14 PANTHOM - TA20235667_AWP-Kalteng-EFT_PLK
- BTOR 23 02 19-21 PANTHOM - TA20235789_PemprovKaltim_GEF8-Proposal-SMR
- BTOR 23 02 22-26 PANTHOM - TA20235752_AWP-NASIONAL-BGR
- BTOR 23 02 28-28 PANTHOM - TA20235847_Politani_Lesson-Learned-SMR
- BTOR 23 03 16-16 PANTHOM - TA20235969_RoadMap-PS-Kaltim2023_BPN
- BTOR 23 03 21-24 PANTHOM - TA20235899_Monev-LVGA-C1_Panel_LVGA-C2_PBun
- BTOR 23 04 03-06 PANTHOM - TA20236054_Monev SIGAP-IKN_SMR-BPN
- BTOR 23 05 16-18 PANTHOM - TA20236138_RakorHut_JOG
- BTOR 23 05 22-25 PANTHOM - TA20236166_SosISPO-ParGender-GGC_BPN-SMR

- BTOR 23 06 14-15 PANTHOM - TPL0119460_PI-DDPI_NCS-TNC_BPN-SMR
- BTOR 23 06 21-22 PANTHOM_Non-TPL_Bimtek RPP_ANKT_SGT
- BTOR 23 07 05-07 PANTHOM_TPL0120178_Coord_Meet_PMU_JOG_p
- BTOR 23 07 09-16 PANTHOM_TPL0120846_Visit RR_PBUN_2
- BTOR 23 07 17-19 PANTHOM_TPL0123595_Monev MoU IGT BPN
- BTOR 23 07 24-25 PANTHOM_TPL0122518_JukLakNis-Biodivesty PLK
- BTOR 23 08 13-16 PANTHOM_TPL0125245_Carbon_BPN_update
- BTOR 23 08 22-23 PANTHOM_TPL0125239_DED-Yayorin_PBun
- BTOR 23 08 29-31 PANTHOM_TPL0129604_NEK-GRK_ISTFES_BPN
- BTOR 23 09 01-01 PANTHOM_TPL0000_RSPO-JA_SMR
- BTOR 23 09 18-21 PANTHOM_TPL0132816_JET-FP-UNMUL_SMR
- BTOR 23 09 25-28 PANTHOM_TPL0131772_TM-Yyirin_DED-Tahura-Kobar_PBUN_ENG
- BTOR 23 10 01-05 PANTHOM_TPL0135373_FGD-IC_HumnLife_Monev_LVGAC2_Kutai Timur_ENG
- BTOR 23 10 09-11 PANTHOM_TPL0133531_KYI-FGD_EFT-Biodv-NyaruMtg_PLK_ENG
- BTOR 23 10 15-20 PANTHOM_TPL0133537_KYI-SMR_SosTahura-Kobar_KYI-PBUN_IDN_ENG
- BTOR 23 10 25-28 PANTHOM_TPL0136882_BoA-visit_PBUN_ENG2
- BTOR 23 11 08-10 PANTHOM_TPL0140007_EcoPrint-NyrMenteng_ENG
- BTOR 23 11 20-24 PANTHOM_TPL0143889_Monev-SIGAP_PMU-Meeting_BPN_ENG
- BTOR 23 12 05-06 PANTHOM_TPL0147147_BI-Monetize_RHL_SMR_ENG
- BTOR 24 01 14-20 PANTHOM_TPL0149193_AWP2024-MonevLVGA-ICHuman-Wildlife_Lido-SMR_ENG
- BTOR 24 01 24-25 PANTHOM_TPL0151388_FCPF-MesangatSuwi_SMR_ENG
- BTOR 24 02 18-24 PANTHOM_TPL0152758_TSL-SBY_ENG
- BTOR 24 03 03-08 PANTHOM_TPL0156881_RENJADishut-MTB-Manggala_SMR-JKT
- BTOR 24 03 12-16 PANTHOM_TPL0156520_Exit-Stratg_SMR-PBUN
- BTOR 24 04 24-26 PANTHOM_TPL0164044_JIGD_SMR
- BTOR 24 05 30-31 PANTHOM_TPL0168179_EcoPrint_Monev_PLK
- BTOR 24 08 04-08 PANTHOM_TPL0178859_TermEval_PBUN
- BTOR 24 08 20-23 PANTHOM_TPL0184760_HCV-Map-KutaiTimur_BPN
- BTOR 24 09 18-19 PANTHOM_TPL0193344_HCV-RoadMap-EastKal_SMR
- BTOR Raditya Mohamad Hasbi
 - BTOR 19 12 08-12 RM - Palangkaraya - Multistakeholder Tahura Meeting
 - BTOR 19 12 16-18 RM - Pangkalanbun - Pertemuan lanjutan pembahasan Roadmap KalFor 2020-2024
 - BTOR 20 01 28-31 RM - Bali - AWP 2021
 - BTOR 20 02 12-14 RM - Pangkalanbun - Public Consultation Roadmap
 - BTOR 20 02 18-20 RM - Palangkaraya - Establishing Forum and Consultation Roadmap
 - BTOR 20 03 09-13 RM - Puruk Cahu - Bimtek RHL
 - BTOR 21 11 30-03 RM - Palangkaraya EFT Meeting dan Forum
- BTOR Reski Udayanti
 - BTOR 19 02 18-23 RU - TA12321_12233_12175_Sec Clereance-Induction-PMU Meeting
 - BTOR 19 03 13-13 RU - TA12517_Pres_Tim_Survey_UNMUL_SGT
 - BTOR 19 04 03-06 RU - TA12735_Observasi Aktivitas Lapangan Penyusunan Baseline Hutan di APL Kutai Timur
 - BTOR 19 04 08-10 RU - TA12853_Observasi Aktivitas Lapangan Penyusunan Baseline Hutan di APL Kutai Timur [Rantau Pulung]
 - BTOR 19 05 15-15 RU - TA13197_Meeting dengan Disbun Kutim untuk Data-ok
 - BTOR 19 06 26-26 RU - TA13588_Meeting Teknis Koordinasi Kegiatan dengan Earthworm dan GIZ SCPPOP
 - BTOR 19 06 30-30 07-04 RU - TA13673_Eval Prj Sms1 - KAK Sms2

- BTOR 19 07 25-25 RU - TA14242_Integrasi Program FCPF_ok
 - BTOR 19 08 08-09 RU - TA 14625_Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 2
 - BTOR 19 08 08-09 RU - TA14442_Bimtek Brigdalkarhutla PKHL - Pelatihan Drone - Angkatan 1
 - BTOR 19 09 04-04 RU - TA14766 Rapat Koordinasi Kegiatan Proyek Kalfor di Kabupaten Kutai Timur - Sangatta 4 Sept 2019_OK
 - BTOR 19 09 12-14 RU - TA 14912 - Pembahasan MoU Kerjasama dalam Penguatan Perencanaan dan Pengelolaan hutan di Luar Kawasan Hutan
 - BTOR 19 09 19-20 RUPP - TA15019_FGD Roadmap-Forum_Kutim_19-20_Sanggatta
 - BTOR 19 09 29-30 RU - TA15169_FGD Strat Env Assessm IKN
 - BTOR 19 10 06-09 RU - TA201994_FGD Sosek IKN, Progress PBM
 - BTOR 19 10 22-25 RU - TA 2019286 - BIMTEK KEE
 - BTOR 19 10 23-24 RU - TA2019286 - Pelatihan atau Bimtek KEE-ok
 - BTOR 19 11 07-11 RU - TA 2019519 - Pre Aessment Desa - desa Potensial Pilot KalFor Project di Kabupaten Kutai Timur
 - BTOR 19 11 25-30 RU - TA 2019698 - Pelatihan Admin & Finance dan Kick Off Meeting Inpres 08 Tahun 2018
 - BTOR 19 12 09 - 12 RU - TA 2019910 - Sinkronisasi Data di APL
 - BTOR 19 12 12-14 RU - TA2019938_Mainstreamng FCPF
 - BTOR 19 12 19-23 RU - TA20191008_Pembahasan Renstra DDPI Kaltim
 - BTOR 19 12 20-22 RU - TA20191008 - Renstra_DDPI_20-22_Des19_Lombok
 - BTOR 20 01 22-25 RU - TA20201242_Rencana Pemindahan IKN Ke Kaltim
 - BTOR 20 01 30-02 RU - TA 20201271 - Bali - Roadmap KalFor & AWP 2020
 - BTOR 21 01 26-26 PPRU_Kaltim - TA_MonevCSO_Share_Learning_ENG
 - BTOR 21 05 24-25 RU - TA_Monev KalFor Kutim-OPD-Bupati_Reski_ENG
 - BTOR 21 10 26-28 RU - TA20212301_Training MRV_Reski_ENG_Sgt
 - BTOR 21 11 15-16 RU - TA20212458_Val-Eco_Reski_ENG_Sgt
 - BTOR 21 12 19-25 RU - TA20212682_Bappenas Monev KalFor-POM FCPF_Panthom_ENG_Sgt_Smr
 - BTOR 21 12 19-25 RU - TA20212682_Bappenas Monev KalFor-POM FCPF_Reski_ENG_Sgt_Smr
 - BTOR 22 01 16-20 RU - TA20222808_AWP-2022_Lombok
 - BTOR 22 05 10-12 RU - TA20223297_Monev_LVG Kutim_Saka
 - BTOR 22 09 27-30 RU - TA20224594_Studi Pragmatis-UGM_Kukar
 - BTOR 22 11 07-11 PP - TA20225064_Konsolidasi-BimtekPUG-FKPB_Samarinda
 - BTOR 22 12 13-13 RU - TA2022xxxx_FGD-Seminar_STIPER_SGT
 - BTOR 22 12 20-21 LB-RU - TA2022xxxx_FGD-RPDAS-Kebencanaan_SGT
 - BTOR 23 01 18-20 RESKI - TA20225595_FORUM-GISteam_AWP-KUTIM_SGT
 - BTOR 23 02 22-26 RESKI - TA20235754_AWP-NASIONAL-BGR
 - BTOR 23 04 03-06 RESKI - TA20236053_Monev SIGAP-IKN_SMR-BPN
 - BTOR 23 05 22-24 RESKI - TA20236164_SosISPO-ParGender-GGC_BPN-SMR
 - BTOR 23 06 14-15 RESKI - TPL0119245_PI-DDPI_NCS-TNC_BPN-SMR
- BTOR Rudy
 - BTOR 19 06 30-04 RD - Bogor - Coordinating Meeting
 - BTOR 19 08 05-06 RD - Pontianak - Undangan BPDASHL Orchard
 - BTOR 19 08 13 RD - Pontianak - Presentasi Aidenvironment di BKSDA
 - BTOR 19 08 19 RD - Pontianak KEE (Kesatuan Ekosistem Esensial)
 - BTOR 19 09 18-19 RD - Ketapang - Kunjungan lapangan Proyek Kalfor
 - BTOR 19 09 28-01 RD - Undangan Bupati Ketapang (aidenvironment)
 - BTOR 19 09 30 RD - Ketapang - Undangan Bupati Ketapang
 - BTOR 19 10 08 RD - Pontianak - Undangan Dishut KPH
 - BTOR 19 10 23-25 RD - Pontianak - Undangan Sekda Rakor DBH SDA

- BTOR 19 10 28 RD - Ketapang - Undangan BKSDA Ketapang
 - BTOR 19 10 30 RD - Ketapang - Undangan BPKH Wilayah III KPHP unit XXVI
 - BTOR 19 11 18 RD - Pontianak - Undangan Kadishut Revisi Perda Karhutla
 - BTOR 19 11 19 RD - Pontianak - Undangan WS Validasi Identifikasi Kebutuhan Diklat SDM KPH
 - BTOR 19 12 08 RD - Pontianak - Undangan Makan Malam
 - BTOR 19 12 09 RD - Pontianak - Undangan Dishut Prov kalbar
 - BTOR 19 12 17-18 RD - Ketapang - Assist UNDSS personnel in Ktg distric
 - BTOR 20 01 21 RD - Pontianak - Legalisasi Konservasi
 - BTOR 20 02 25-28 RD - Ketapang - Survey Desa Suka Maju n Tanjung pasar
 - BTOR 21 11 02-05 RD - Ketapang - Kunjungan Monev Bapenas ke ketapang-IND
 - BTOR 21 12 20-22 RD - Pontianak - Undangan Sekda Pembentukan Sekretariat Bersama Multi Pihak Pengelolaan Sumber Daya Alam Kawasan Hutan dan Lahan Provinsi Kalimantan Barat-ENG
 - BTOR 22 01 16-21 RD - Lombok_ AWP 2022 -ENG
 - BTOR 22 04 20-22 RD - Pontianak - Sosialisasi Perbup Sintang -ENG
 - BTOR 22 07 10-13 RD_KTG-PNK-KTG Sosialisasi LVGA (Goden Tulip) dan Kunjungan ke Kantor Dinas Prov.Kalbar-ENG
- BTOR Septiandi
 - BTOR 19 10 03-05 SA - Yogyakarta - Study Banding
 - BTOR 19 10 25-25 SA - Bogor – KoM
 - BTOR 19 11 26-27 SA - Bandung - Insentive Mechanism with EPASS
 - BTOR 19 12 05-06 SA - Bogor - Statistic Book
 - BTOR 19 12 13-13 SA - Bogor - UNFCCC Evaluation
 - BTOR 19 12 23 SA - Yogyakarta - Buku Statistik Yogya
 - BTOR 20 01 23-24 SA - Bandung – IKN
 - BTOR 20 01 30-02 SA - Bali - AWP 2020
 - BTOR 20 02 26-28 SA - Bandung - FGD UUCK
 - BTOR 20 03 13 SA - Bogor - Training LAPAN Preparation
 - BTOR 21 10 29 SA - Bogor 29 OCT
 - BTOR 21 12 16-19 SA - Bogor – Lido
 - BTOR 21 12 21-23 SA - Bandung 21 - 23 Dec
 - BTOR 23 10 11-13 SA - Sintang - MyHome (SIGAP, EESV)
- BTOR Serenus Iriandi
 - TOR 19 02 18-23 SI - Security Briefing and UNDP Induction
 - BTOR 19 04 23-27 SI – Kehati
 - BTOR 19 05 22-22 SI - Paparan Baseline Untan Sintang 22 Mei 2019
 - BTOR 19 05 22-22 SI - Sintang - Paparan Baseline Untan
 - BTOR 19 07 01-03 SI - Bogor - Coordinating Meeting
 - BTOR 19 07 30-08 SI - Yogyakarta - Studi Banding Ensaid Panjang
 - BTOR 19 08 21-22 SI - Sintang - Kunjungan lapangan Proyek Kalfor
 - BTOR 19 08 21-22 SI - Sintang - Kunjungan lapangan
 - BTOR 19 09 30-07 SI - Yogyakarta - Studi Banding Ensaid Panjang ke Jawa Tengah dan Yogyakarta
 - BTOR 19 12 08-08 SI - Potianak - Undangan Makan Malam Acara Climate and Festival Kapuas
 - BTOR 19 12 08-08 SI - Undangan Makan Malam Acara Climate and Festival Kapuas
 - BTOR 19 12 09-09 SI - Climate n Forestival Kapuas
 - BTOR 19 12 09-09 SI - Pontianak - Climate n Forestival Kapuas
 - BTOR 19 12 10-10 SI - IDM di wilayah KPH
 - BTOR 19 12 10-10 SI - Pontianak - IDM di wilayah KPH
 - BTOR 20 01 22-24 SI - Meeting Sekber Kalbar
 - BTOR 20 01 22-24 SI - Pontianak - Meeting Sekber Kalbar

- BTOR 20 01 31-02 SI - Bali - AWP Bali 2020
- BTOR 21 11 04 SI - Pertemuan Konsultasi Perbup Sintang dengan Kanwil Hukum dan HAM Prov KalBar
- BTOR 21 11 15 SI - Pertemuan Konsultasi Perbup Sintang dengan Kanwil Hukum dan HAM
- BTOR Sitti Haryani Kadir
 - BTOR 10-13102022 Ground check HR-Seruyan
 - BTOR 20 01 28-01 SH - Bali - AWP 2020
 - BTOR 22 Agt-2 Sep 2022 P.Bun -Asessment dan Monev PAKLIK
 - BTOR 23-26 Mei 2022 -SH P Bun-VC-IPB
 - BTOR CNA-LVGA-Pangkalan Bun 24-28 July 2022
 - BTOR FOLU- Banjar Baru 6 July 2022
 - BTOR 7-10 Nov 2022Ground check HR-Das Arut
 - BTOR 19 03 10-12 SH - Murung Raya - BIMTEK Puruk Cahu
 - BTOR 19 10 17-18 SH - Samarinda - KP Worplan FINAL
 - BTOR 19 11 11-13 SH - Pangkalan Bun - Coordination Meeting
 - BTOR 20 01 28-01 SH - Bali - AWP 2020
 - BTOR 20 02 12-14 SH - Pangkalan Bun
 - BTOR 21 11 16-20 SH - Bogor- Pre- AWP 2021
 - BTOR 03102022 Ground check HR-Barito
 - BTOR 03102022 Ground check HR-Katingan
- c. PIR's
 - 2019-GEF-PIR-PIMS5029-GEFID6965
 - 2020-GEF-PIR-PIMS5029-GEFID6965
 - 2021-GEF-PIR-PIMS5029-GEFID6965
 - 2022-GEF-PIR-PIMS5029-GEFID6965
 - 2023-GEF-PIR-PIMS5029-GEFID6965
 - 2024-GEF-PIR-PIMS5029-GEFID6965
- d. PAR
 - PAR 2021_S1_00093330 KALFOR EU
 - PAR 2021_S2_00093330 KALFOR EU
 - PAR 2022_S1_00093330 KALFOR EU
 - PAR 2022_S2_00093330 KALFOR EU
 - PAR 2023_S1_00093330 KALFOR EU
 - PAR 2023_S2_00093330 KALFOR EU
 - PAR 2024_S1_00093330 KALFOR EU
- e. Country Programme Document
 - Country programme document for Indonesia (2016-2020) CPD-N1519523 (2016-2020)
 - Country programme document for Indonesia (2021-2025) CPD-N2107155 (2021-2025)
- f. Decree – Platform
 - Village level
 - Village Regulation of Empaka Kabiau Raya number 07 of 2023 concerning Gupung Pendam Ketungau and Gupung Pendam Sengkuang Lebuk management in Empaka Kabiau Raya village
 - Village Regulation of Ensaid Panjang, Sintang number 04 of 2023 concerning Rimba Tawang, Sebesai, Rimba Tawang Semilas, Rimba Tawang Serimbak, Rimba Tawang Mersibung and Rimba Tawang Sempayan in Ensaid Panjang Village.
 - Village Regulation of Gemba Raya number 03 of 2023 concerning Rimba Perauh plan and management in Gemba Raya village.
 - Village Regulation of Karya Jaya Bhakti number 01 of 2021 concerning Gupung Selabang and

- Gupung Senibung plan and management in Karya Jaya Bhakti village.
 - Village Regulation of Merpak number 11 of 2023 concerning Rimba Tawang Selubang plan and management in Merpak village.
 - Village Regulation of Sepulut number 03 of 2023 concerning Rimba Seringin management in Sepulut village.
 - Village Regulation of Saka, East Kutai number 01 of 2021 concerning the community forest.
 - Village Regulation of Saka, East Kutai number 02 of 2021 concerning the community forest management institution establishment.
 - Village Regulation of Sempayau, East Kutai number 01 of 2021 concerning the Sempayau Utility and Protection Area designation.
 - Village Regulation of Sempayau, East Kutai number 02 of 2021 concerning the community forest management institution establishment.
 - Village Regulation of Tepian Terap, East Kutai number 03 of 2022 concerning the community forest.
 - Village Regulation of Bangun, Sintang number 01 of 2021 concerning the community forest "Tuja Semirah" management institution establishment.
 - Village Regulation of Batu Lepoq, East Kutai number 141 of 2020 concerning remaining forest area inside APL for the community forest.
 - Village Regulation of Batu Lepoq, East Kutai number 142 of 2020 concerning the community forest management institution establishment.
 - Village Regulation of Ensaid Panjang, Sintang number 01 of 2021 concerning the community forest "Mersibong" management institution establishment.
 - Village Regulation of Saka, East Kutai number 2004.05-01 of 2021 concerning the community forest management institution structure establishment.
 - Letter of Head of Miau Baru Village to PT. Nusaraya Agro Wisata number 140 of 2021 concerning protection area status inside and its surrounding the concession.
 - Letter of PT. Nusaraya Agro Wisata to Head of Miau Baru Village number 006 concerning about answer the head of village question and identification Sungai Mejang protection area of 993 ha outside the concession area.
 - Proposal Letter by Head of Sungai Buluh Village to the Regent of Sintang, Sintang number 5225 of 2021 about opportunity to manage the remaining forest inside the village "Hutan Hulu Berbatak" (557,5 ha) for the community forest area.
- District level
 - List of palm oil plantation companies in Ketapang District those who have reported hcv area- Daftar Perusahaan yang sudah melaporkan HCV by Surat Edaran Bupati (Ketapang) No. P 1 PERKIMLH-C.600 4 1 XII 2022 [Pendataan Areal HCV]
 - FGD on Identification and Verification of Non-state Owned Forest Area Map in Sintang Regency. MoM and ppt. Dr Antonius Unka
 - Gunung Mas Regent decree number 23 on 2019, Central Kalimantan about Lapak Jaru City Forest retribution of tourism.
 - Kotawaringin Barat Regent decree number 19 on 2021 about financial allocation implementation (fiscal transfer scheme) for environmental and forestry.
 - Regulation of the Regent of West Kotawaringin number 60 on 2022 concerning green open space in urban areas
 - Regulation of the Regent of Sintang number 122 Year 2021 concerning guidelines for the procedures for proposing and determining the management of Rimba/Gupung outside forest areas by the community in Sintang Regency.
 - Regulation of the Regent of Sintang number 70 on 2023 concerning indicative mapping and management of High Conservation Value Areas and High Carbon Stock areas in Non-state Owned Forest Areas in Sintang Regency.
 - Regional regulation of Ketapang Regency number 8 on 2020 concerning the recognition and protection of indigenous peoples
 - Regional regulation of West Kotawaringin Regency number 3 on 2023 concerning the

- management of green open spaces
 - o Regional Regulation of East Kutai Regency number 6 on 2005 concerning plantation business permits in East Kutai Regency
 - o Decree of the Regent of Ketapang number 150 on 2004 concerning the designation of Urban Forest in Sukaharja Village, Delta Pawan District, Ketapang Regency, covering an area of 106 Hectares
 - o Decree of the Regent of West Kotawaringin number 660 on 2022 concerning multistakeholder forum establishment in district level.
 - o Decree of the Regent of East Kutai number 050 on 2022 concerning executing team of geospatial information networking in district level.
 - o Letter of the Regent of East Kutai number 189 on 2020 concerning APL preservation in East Kutai.
 - o Decree of the Regent of East Kutai number 525 on 2022 concerning HCV area indicative map in the plantation
 - o Decree of the Regent of Sintang number 660/716 on 2022 concerning designation of the area and management institution for Rimba Melapi in Penisung Village, Sepauk Sub-District, Sintang
 - o Decree of the Regent of Sintang number 660/717 on 2022 concerning designation of the area and management institution for Rimba Piangani in Tanjung Balai Village, Sepauk Sub-District, Sintang
 - o Decree of the Regent of Sintang number 660/334 on 2022 concerning formation of a validation and verification team for the designation of Rimba/Gupung management outside forest areas by the community in Sintang Regency
 - o Decree of the Minister of Environment and Forestry number SK 940 on 2023 concerning the change in the function of forest areas from part of the Permanent Production Forest (HPT) covering 4,609 hectares to conservation forest areas in West Kotawaringin
 - o Letter of the Regent of West Kotawaringin number 660/1128 on 2020 concerning protection and monitoring about remaining forest inside APL areas.
 - o Letter of the Regent of West Kotawaringin number 660/109 on 2020 concerning the forest park proposal.
 - o Letter of the Regent of East Kutai number 189/050 on 2020 concerning conserved forested area.
 - o Letter of the Regent of Sintang number 522/1827 on 2021 concerning stipulation of conservation zone on palm oil plantations permit.
 - o Letter of the Regent of Ketapang number 660/1026 on 2021 concerning conservation area
 - o Letter of the Regent of Ketapang number P/1 on 2022 concerning Inventory of High Conservation Value (HCV) Areas.
- PKTL MoU and SIGAP initiatives
 - o Cooperation agreement between the Secretariat of the Directorate General of Forestry Planning and Environmental Governance, Ministry of Environment and Forestry, and the East Kalimantan Provincial Forestry Service, and the Regional Planning and Development Agency of Kutai Timur Regency concerning the follow-up of the joint agreement between the Directorate General of Forestry Planning and Environmental Governance, the Regional Government of East Kalimantan Province, and the Government of Kutai Timur Regency Number PB.1/PKTL/SETDIT/KUM.1/10/ 2019, Number 119/6171/B.HUMAS/2019, and Number 660.2/70/MOU/HK/X/2019 regarding the implementation of activities for strengthening planning and management of forests outside forest areas in East Kalimantan Province
 - o Cooperation agreement between the Director of Forest Resource Inventory and Monitoring of the Directorate General of Forestry Planning and Environmental Governance, Ministry of Environment and Forestry, and the Head of the Regional Development Planning Agency of East Kalimantan Province concerning data security for the purpose of data and thematic geospatial information sharing between the Ministry of Environment and Forestry and the Regional Government of East Kalimantan Province
 - o Regulation of the Regent of East Kutai number 49 of 2020 concerning the regional one data management system

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- Regulation of the Regent of East Kutai number 50 of 2020 concerning establishment of the one data forum
 - Regulation of the Regent of East Kutai number 50 of 2020 concerning establishment of the one data forum
 - SOP JIGD
 - Directorate General of Forestry Planning and Environmental Management, Ministry of Environment and Forestry of the Republic of Indonesia with the East Kalimantan Provincial Government and the East Kalimantan Regency Government on the implementation of activities to strengthen planning and management of forest areas outside of forest zones in East Kalimantan Province, No. 119/6171 of 2019
 - Letter of Bappeda East Kalimantan Province to PKTL Directorate concerning Geoportal integration proposal for SIGAP number 005/903
 - Letter of PKTL Directorate to Bappeda East Kalimantan Province concerning geoportal integration of East Kalimantan province for SIGAP-MoEF number 1118
 - Letter of Bappeda East Kalimantan to PKTL Directorate concerning geospatial portal proposal in East Kalimantan with SIGAP number 005/903.
- Province Level
 - Letter of Forestry Service of Central Kalimantan to Land and Forest rehabilitation Directorate number 522/900 concerning technically recommendation for the community forest.
 - Response to the Draft Regulation of the Regent of Sintang Regarding Guidelines for the Procedures for proposing, determining, and managing forested areas for other uses by the Community in Sintang Regency letter from Law and Human Right Ministry
 - Regional Regulation of West Kalimantan Province Number 6 of 2018 concerning the management of sustainable land-based enterprises.
 - Regional Regulation of West Kalimantan Province number 8 of 2019 concerning forest management.
 - Regional Regulation of East Kalimantan number 7 of 2018 concerning sustainable plantation development.
 - West Kalimantan Governor Regulation number 1 of 2024 concerning instructions for implementing regional regulation number 6 of 2018 concerning sustainable management of land-based businesses
 - West Kalimantan Governor Regulation number 60 of 2019 concerning instructions for procedures and mechanisms for determining conservation areas in the management of sustainable land-based businesses
 - Regulation of The Governor of West Kalimantan number 103 Of 2020 concerning opening of agricultural areas based on local wisdom.
 - Regulation of The Governor of West Kalimantan number 115 Of 2020 concerning protection, management and provision of assistance in managing sustainable land-based businesses in conservation areas.
 - Regulation of The Governor of West Kalimantan number 137 Of 2020 concerning protection, management and provision of assistance in managing sustainable land-based businesses in conservation areas.
 - Regulation of The Governor of West Kalimantan number 137 Of 2020 concerning guidelines for imposing administrative sanctions in sustainable land-based business management.
 - Governor Regulation of Central Kalimantan number 40 of 2023 concerning implementation of other strategic activities, financed by natural resource profit sharing funds and reforestation funds of Central Kalimantan Province
 - Governor Regulation of East Kalimantan number 12 of 2021 concerning criteria of areas with high conservation value
 - Governor Regulation of East Kalimantan number 33 of 2021 concerning sharing benefit mechanism in reducing greenhouse gases emission based on land management.
 - Governor Regulation of East Kalimantan number 43 of 2021 concerning management of areas with high conservation value in plantation areas

- Governor's Regulation of East Kalimantan number 52 of 2018 about the formation of a sustainable plantation communication forum.
- Governor Regulation of Central Kalimantan Province number ... of 2023 concerning provision of ecology-based incentives to regency/city governments
- Decree Of The Governor of Central Kalimantan number 188.44/2/2023 concerning location of nyaru menteng city forest in the location of other use area, tumbang tahai village bukit batu district, palangka raya city, central kalimantan province with an area of ±100 hectares
- Decree of the Governor of East Kalimantan Number 100.3.3.1/K.838/2023 concerning outlines the recipients of benefit proportions under the Greenhouse Gas Emission Reduction Program through the Forest Carbon Partnership Facility - Carbon Fund framework.
- Decree of the Governor of East Kalimantan Number 522/SK.672/2020 concerning establishment of the indicative map of essential ecosystems for the Province of East Kalimantan
- Decree of the Governor of East Kalimantan number 525/K.244/2022 concerning establishment of the indicative map of areas with high conservation value in the plantation designated areas of East Kalimantan
- The Decree of the Head of the Kapuas River Basin Management Office (Balai Pengelolaan Daerah Aliran Sungai) Number SK 64 of 2024 involves the establishment of community-based groups for developing People's Seedling Gardens (Kebun Bibit Rakyat or KBR) in border areas within West Kalimantan Province for 2024.
- West Kalimantan Governor's Letter Number 500.4.6.5 of 2024 to accelerating the implementation of Regional Regulation Number 6 of 2018, which is focused on sustainable land-based business management.
- Provincial secretary letter's of Central Kalimantan to General Secretary of MoEF number 180 of 2023 concerning Regulation of the Minister of Finance Number 216 of 2021 on the use, monitoring and evaluation of forestry natural resources revenue sharing funds and reforestation funds.
- National Level
 - Republic of Indonesia Law No. 32 of 2024 concerning Amendments to Law Number 5 of 1990 concerning Conservation of Living Natural Resources and Their Ecosystems
 - Instruction of The President of The Republic Of Indonesia number 5 of 2019 concerning termination of issuing new permits and improvement of primary natural forest and peatland governance
 - Instruction of The President of The Republic Of Indonesia number 8 of 2018 concerning postponement and evaluation of oil palm plantation permits and increasing the productivity of oil palm plantations.
 - Regulation of The Minister of Environment and Forestry Republic of Indonesia number 7 of 2021 concerning forestry planning, changes in forest area designation and changes in forest area functions, as well as use of forest area.
 - Regulation of The Minister of Environment and Forestry Republic of Indonesia number 8 of 2021 concerning forest organization and preparation of forest management plans, as well as utilization of forests in protected forests and production forests.
 - Regulation of The Minister of Environment and Forestry Republic of Indonesia number 9 of 2021 concerning social forestry management
 - Government Regulation of The Republic of Indonesia number 23 of 2021 concerning forestry implementation.
 - Government Regulations of The Republic of Indonesia number 37 of 2023 about management, finansial transfer management to region.
 - Decision of The Director of Inventory and Monitoring: Forest Resources as The National Project Director (NPD) of the Kalimantan Forest project (KalFor)-'number SK 10 of 2021 on formation of a team to draft the incentive mechanism for management forests outside forest areas.
 - Decree of the Minister of Environment and Forestry Number SK 241 of 2020 concerning the determination of the Lempake forest area for forestry training and education purposes with an area of 299.03 ha in East Kalimantan

- Proklam
 - Environmental and Forestry agency letter number 600.4.11.1 of 2023 concerning implementation verification of Proklam on 2023.
 - List of Proklam village in West Kalimantan.
- KalFor Decision Letter
 - Director decree of inventory and monitoring of the forest area as National Project Director (NPD) strengthening project forest area planning and management in Kalimantan number SK.2 of 2023 concerning appointment of project coordination team of planning and management.
 - Decision letter of director of forest resources inventory and monitoring number SK 7 of 2022 as National Project Director (NPD) strengthening forest area planning and management.
 - Decision Letter of Director of Forest Resources Inventory and Monitoring as National Project Director (NPD) strengthening projects forest area planning and management in Kalimantan number : SK.16/ipsdh/jiglhk/pla.1/10/2023 about appointment of BPKHTL cross coordination team in Kalimantan in the framework learning results of project activities "strengthening forest area planning and management in Kalimantan"
 - Director's Decision Letter of Inventory And Monitoring Of Forest Resources, Directorate General of Forestry Planology and Environmental Planning number: SK.17/ipsdh/jiglhk/pla.1/10/2023 about appointment of the Kalimantan youth innovation jury team in 2023.
 - Director's Decision Letter of Directorate General of Forestry Planology and Environmental Planning number: SK.22/pktl/set.2./kum.1/5/2021 about gender working group establishment in PKTL directorate structure.

g. Project Document

- FINAL SIGNED 5029_Kalimantan Project Document 19 Jan 2018

h. FPIC and Gender

- Disability
 - Gender Strategy And Action Plan Kalfor Project
 - Gender Mainstreaming (Pug) Roadmap, Directorate General of Forestry Planology and Environmental Planning on 2021 – 2025
 - United Nations Disability Inclusion Strategy
 - Law of The Republic of Indonesia number 8 Of 2016 about Persons with Disabilities
- FPIC
 - Development of Free, Prior and Informed Consent (FPIC) and Action Plan for Implementation of Kalfor's Activities, 2020 document
 - Development of Free, Prior and Informed Consent (FPIC) Guidance and Action Plan for Implementation of Kalfor activities
 - Discussion With Local Leader & Program Socialization Using FPIC Principle and Identifying Local Champion / Local Cadres, the village of Sempayau, Saka & Batu Lepoq, 24 - 29 July 2020.
 - FPIC implementation report.
 - Program socialisation report of Kalimantan Forest Project – Yayasan Kawal Borneo.
- Gender
 - KalFor Youth Innovation 2023
 - Annex 7. Gender Integration Activity Lists
 - Final Report - Development of Gender Strategy and Action Plan for Kalfor Project
 - Ensaid Panjang Videos
 - Final Report - KalFor Youth Innovation 2020
 - Development of Disability and Marginalized Local Community Inclusion Strategy, Action Plan

- and Recommendation for Protecting Forested Area in APL – Sri Institute
- Gender Assessment Report on KalFor – Yayasan Kawal Borneo
- Final Report of Gender Strategy Review
- Policy Brief - Gender mainstreaming in government policy and its implementation in protecting forests in APL.
- Gender, Disability & Social Inclusion (GEDSI) document
- Riview Gender Strategy document

i. KalFor Shared Learning,

- “Developing Effective Land Allocation and Forest Area Management for the Potential Development of Plantation Crops in Kalimantan”
- Case study on landscape management integrated learning for the KalFor project, coordination meeting for forum development and roadmap for sustainable food and agricultural systems at Sorong Regency through integrated landscape management in southwest Papua Province.

j. Inception Report

- Strengthening forest area planning and management in Kalimantan (KalFor)

k. Mid-term Review

- Midterm Evaluation Report of the UNDP GEF – Financed Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project
- Project Evaluation Report - Self Assessment
- UNDP Management Response Template, KALFOR Strengthening Forest Area Planning Mid Term Review - Date: 1 September 2021
- Midterm Review Terms of Reference

l. Monthly Report

- Quarterly I Activities Report, January – March 2021, Regional Facilitator Central Kalimantan
- Quarterly I Activities Report, January – March 2021, Regional Facilitator East Kalimantan
- Quarterly I Activities Report, January – March 2021, Regional Facilitator West Kalimantan
- Activity Report Central Kalimantan Forest Project Quarter I, January – March 2021
- Quarterly I Activities Report January – March 2021, Sintang Regional Facilitator (West Kalimantan)
- Report for April and May 2021, Regional Facilitator of West Kalimantan Province (Ketapang)
- Report Month April 2021, Regional Facilitator of Central Kalimantan Province
- Report Month April 2021, Regional Facilitator of East Kalimantan Province
- Report Month April 2021, Regional Facilitator of West Kalimantan Province
- Report Month April 2021, Central Project Management Unit
- Report for June 2021, Regional Facilitator for East Kalimantan Province
- Report for May 2021, Regional Facilitator for Central Kalimantan Province
- Report for May 2021, Regional Facilitator for East Kalimantan Province
- Report for May 2021, Regional Facilitator for West Kalimantan Province
- Report Month May 2021, Central Project Management Unit
- Report for June 2021, Regional Facilitator for Central Kalimantan Province
- Report for June 2021, Regional Facilitator for West Kalimantan Province
- Report Month June 2021, Central Project Management Unit
- Report Month July 2021, Regional Facilitator of Central Kalimantan Province
- Report Month July 2021, Regional Facilitator of East Kalimantan Province
- Report Month July 2021, Regional Facilitator of West Kalimantan Province
- Report Month July 2021, Central Project Management Unit
- Report Month August 2021, Regional Facilitator of Central Kalimantan Province
- Report Month September 2021, Regional Facilitator of West Kalimantan Province
- Report Month October 2021, Regional Facilitator of West Kalimantan Province

- Report Month November 2021, Regional Facilitator of Central Kalimantan Province
- Report Month November 2021, Regional Facilitator of East Kalimantan Province
- Report Month November 2021, Regional Facilitator of West Kalimantan Province
- Report Month November 2021, Central Project Management Unit
- Report Month December 2021, Regional Facilitator of Central Kalimantan Province
- Report Month December 2021, Regional Facilitator of East Kalimantan Province
- Report Month December 2021, Regional Facilitator of West Kalimantan Province
- Report Month December 2021, Central Project Management Unit
- KalFor monthly Report 2022 – Jakarta
- KalFor monthly Report 2023 - Jakarta
- KalFor monthly Report 2024 – Jakarta
- KalFor monthly Report 2022 – West Kalimantan - Ketapang
- KalFor monthly Report 2023 – West Kalimantan - Ketapang
- KalFor monthly Report 2024 – West Kalimantan - Ketapang
- KalFor monthly Report 2022 – Central Kalimantan – Kotawaringin Barat
- KalFor monthly Report 2023 – Central Kalimantan – Kotawaringin Barat
- KalFor monthly Report 2024 – Central Kalimantan – Kotawaringin Barat
- KalFor monthly Report 2022 – East Kalimantan – East Kutai
- KalFor monthly Report 2023 – East Kalimantan – East Kutai
- KalFor monthly Report 2024 – East Kalimantan – East Kutai
- KalFor monthly Report 2022 – West Kalimantan - Sintang
- KalFor monthly Report 2023 – West Kalimantan - Sintang
- KalFor monthly Report 2024 – West Kalimantan – Sintang

I. QMR

- QMR and IPAR_Kalfor_Q1 dan Q2 2018
- QMR and IPAR_Kalfor_Q3 2018
- QMR and IPAR_Kalfor_Q4 2018
- QMR and IPAR_Kalfor_Q1 2019
- QMR and IPAR_Kalfor_Q1 2020
- QMR1 Notulensi 30 April 2020

m. Risk Management

- Project Risk – 22012021
- Risk Log 2023

n. Monev

- BTOR 23 01 24-24 PANTHOM - TA-na_Monitoring MoU IGT
- BTOR 23 03 21-24 PANTHOM - TA20235899_Monev-LVGA-C1_Panel_LVGA-C2_PBun
- BTOR 23 04 3-6 Monev SIGAP-IKN_SMR-BPN
- BTOR 23 07 05-07 PANTHOM_TPL0120846_Visit RR_PBUN_2
- BTOR Pre-PBM Bogor-Lido

o. RoadMap

- Matrix of Work Plan - Logical Framework Analysis of the KALFOR Project Fiscal Year 2019-2024 in Ketapang Regency
- Roadmap Report: Conserving Forests in APL Areas on 2020-2024, Kotawaringin Barat Regency, Central Kalimantan Province
- Baseline Map ping Project of High Conservation Value Areas (ABKT) in Kutai Timur District, Kalimantan Timur Province: Workplan Development 2020 – 2024, Kalimantan Forest Project (KalFor) in Kutai Timur District, Kalimantan Timur Province. Mulawarman University
- Recommendation for the KalFor Project Roadmap in Sintang, Number 050 of 2020

p. Books or publication

- Concept Notes of Regional Incentive Fund Policy for the Environment and Forestry Sector
- How Can Local Wisdom Save the Forest? The indigenous group Dayak Iban, West Kalimantan have a commitment to protect the forest as their source of livelihood. Jakarta Magazine.
- Interwoven ecosystems: Working with local communities in Indonesia's Kalimantan forests to protect biodiversity and generate sustainable livelihoods. Story by Andrea Egan, Laksmi Banowati, Kaavya Varma, Ardiansyah Abidin, Anton Sri Probiyantono, and Tashi Dorji / Photos: UNDP Indonesia, KalFor project and others as noted.
- KalFor Infographic – January 2024
- KalFor Project Achievement – Brochure October 2023.
- List of KalFor publication – Brochure 2023.
- Menjaga Hutan, Memanen Durian – article
- Peliharalah Daku, Kau Kuganjar – Article
- Mengundang Investor Lewat Inovasi Anggaran - Article
- Payung Hukum Menghindari Terulangnya Kasus Leni - Article
- Ketika Kiprah Perempuan Punya Nilai Jual - Article
- Konservasi Hutan di Pusat Kota Sangatta - Article
- Dari Hutan Membendung COVID-19 - Article
- Kerja Produktif, Tak Sekadar Bantuan Karitatif - Article
- Menimbang Valuasi Hutan Sebelum Bencana Datang - Article
- Menyelamatkan Hutan di Luar Kawasan – Article
- Guideline Book: Implementation of Ecological Fiscal Transfer, Central Kalimantan Province
- Forest Cover Condition in Non-state Owned Forest Area – APL, Ketapang District, 2018-2021 West Kalimantan.
- Forest Cover Condition in Non-state Owned Forest Area – APL, Kotawaringin Barat District, 2018-2021 Central Kalimantan.
- Forest Cover Condition in Non-state Owned Forest Area – APL, East Kutai District, 2018-2021 East Kalimantan.
- Forest Cover Condition in Non-state Owned Forest Area – APL, Sintang District, 2018-2021 West Kalimantan.
- Condition of Forest Cover Outside Forest Areas in 2018 – Kalimantan
- Guideline Book: Technical Guidance on the Protection of Plants and Wildlife and Community-Based Law Enforcement
- Guide Book for Field Visit: Determination of Pilot Villages for Forested Area Management in APL Cluster 2 in Sintang Regency, West Kalimantan Province
- Pocket Book of the Journey - KalFor Youth Innovation 2023 Socialization in Palangkaraya, Monitoring and Evaluation, FGD on Biodiversity Study of Nyaru Menteng Urban Forest, & Guidelines for EFT Implementation in Central Kalimantan, Palangka Raya, October 9-11, 2023
- Pocket Book of the Journey - KalFor Youth Innovation 2023 Socialization in Ketapang and Monitoring & Evaluation of KalFor Project Activities in Ketapang Regency, Ketapang, October 11-13, 2023
- Guide Book for Comparative Study - Ensaid Panjang Village to Mandiri Village in Central Java, September 30 - October 4, 2019
- Guide Book for Comparative Study on Forest Area Management in Kotawaringin Barat Regency to Coffee Plantations in Banaran, Mangrove Forests in Wana Tirta, Kulon Progo, Pine Forests in Mangunan, Bantul, and Panggung Harjo Village, Sewon Bantul, Yogyakarta, Semarang - Yogyakarta, March 23-25, 2022
- Pocket Book of the Journey, Comparative Study on Urban Forest Management, Kuching, Malaysia, October 18-21, 2023
- Guide book for TE team: Kotawaringin Barat 6-8 August 2024.
- Guide book for TE team: Sintang 11 - 14 August 2024.
- Pocket Book: Traditional Beverages from the Home Garden

- Pocket Book: Natural Dyes for “Ikat” Weaving from Ensaid Panjang Village
- Pocket Book: Simple and Hygienic Ways to Package Trigona Honey

q. Study Report

- Capacity Needs Assessment for the KalFor Project “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR Project)”: Deliverable 3
- Value Chain Analysis and Market Assessment: Non-Timber Forest Products Case Study in Ketapang and West Kotawaringin Regencies (2022)
- Development of Free, Prior and Informed Consent (FPIC) Guidance and Action Plan for Implementation of Kalfor activities
- Value Chain Analysis and Market Assessment: Non-Timber Forest Products Case Study in Sintang and East Kutai Regencies (2022)
- Policy Review on Efforts to Improve Forest Release Mechanisms and Technical Guidelines for the Management of High Conservation Value Forests (HCVF) Originating from Forest Release and APL Areas at the Provincial and District Levels
- Final Report: KalFor Youth Innovation 2023
- Economic Valuation of Ecosystem Services in Forested Areas Outside State Forest Areas in Four Regencies in Kalimantan
- Briefing Paper: Developing Scenarios for Integrating Forests Outside State Forest Areas into the Operationalization of Forest Management Units (KPH): A Case Study in Kalimantan
- Draft Regulation of the Governor of Central Kalimantan Regarding Urban Forests
- Draft Regulation of the Governor of Central Kalimantan Regarding Community Forests
- Draft Regulation of the Governor of Central Kalimantan Regarding Grand Forest Parks
- Meeting Report 2020 FGD BSM - Focus Group Discussion: Finalization of the Draft Regulation of the Governor on the Benefit Sharing Mechanism (BSM)
- Capacity Building for Monitoring Forested Areas: 2021 Safety Drone
- Masterplan for the Interconnection of State Forest Areas and Forested APL in the Gunung Kelam Nature Tourism Area, Bukit Luit Protected Forest, and Bukit Rentap Protected Forest (Kelutap) in Sintang Regency
- Academic Paper: Revision of the Sintang Regent Regulation on the Implementation of Village Transfer Funds and Financial Assistance for Each Village with Tembawang Indicators for Each Village in Sintang Regency
- Training Module on Village Regulation Drafting Regarding Planning and Management of Forests in Non-state Owned Forest Areas (APL)
- Study of Social, Economic, and Environmental Conditions of Villages Assisted by the KalFor Project in Sintang Regency – Solidaridad Indonesia
- Final Activity Report: On the Preparation of the Academic Paper Draft and Regent Regulation Draft Regarding Environmental-Based Development Incentive Transfers (Tembawang) in Sintang Regency
- Empowering Local Champions in the Management of Forested Areas Outside State Forest Areas in Sintang and Ketapang Regencies, West Kalimantan Province – 2023 Tropenbos Indonesia
- Spatial Analysis of Species Diversity, Ecosystems, and Environmental Service Functions in the Mayak, Tanjungpura, and Ulak Medang Villages Landscape, Ketapang District - YNKI – UNDP KALFOR GEF.
- Mayak Village: Assessing and Developing Integrated Strategies for Natural Resource and APL Forest Management – YNKI – UNDP KALFOR, GEF
- Tanjungpura Village: Participatory Data Collection to Assess Landscape Issues in Villages Developing Integrated Strategies for Natural Resource and APL Forest Management – YNKI – UNDP KALFOR, GEF
- Ulak Medang Village: Socio-Ecological Resilience of Production Landscapes and Access to Sustainable Livelihood Capital Fulfillment
- Final Report: Study on the Management Incentive Mechanism for Non-state Owned Forest Areas (APL) in Ketapang Regency – CV Dhena Consultant
- Progress Report KalFor Project Period: July 2020 – August 2021: Assistance in the Management of

Forested Areas Outside State Forest Areas in Ketapang Regency, West Kalimantan

- Final Report: Situation Analysis of Forest Cover Areas Outside State Forest Areas in Sanggau Regency, West Kalimantan Province – Gajah Mada University Forestry Faculty.
- Final Report: Local champion empowerment program in non state owned forest area (APL) in Kutai Timur District , Central Kalimantan Province.
- Report on the Utilization of Trigona Honey (HHBK) for Health Supplements – CV Manunggal Rimba Perkasa.
- Final Report: Implementing The Ecological Fiscal Transfer at District Level Mechanism Concept in Kutai Timur District (Transfer Anggaran Berbasis Hutan dan Lingkungan - ASISTANLING)
- Assessment Report: Interconnection between Forested Areas in Non-forest area (NFA/APL) and Its Connectivity with the Protected Areas in East Kutai District
- Sharing Roles to Safeguard the Future – Yayasan Kawal Borneo
- Activity Report: Immune Booster Herbal Medicine Using Raw Materials from Forested Areas in APL, East Kutai Regency
- Final Report: "Hazard Assessment of East Kutai Regency 2022"
- Report on Basic Training for Geographic Information Systems (GIS) and Remote Sensing, East Kutai Regency
- Development of Integrated Management of Selected Watershed in Kutai Timur District for Increasing The Protection of Non-State Owned Forest Areas - Kihk-Undp-Gef Project
- Follow Up Meeting for Botanical Garden Management Model
- Final Report: Capacity Need Assessment and Capacity Building Strategy for KalFor Project “Strengthening Forest Area Planning and Management In Kalimantan (KALFOR Project)”
- KalFor Project: Communications Strategy
- Development of Methodology for Forest Ecosystem Services and Economic Valuation within APL in Kalimantan – PT Lapi IPB
- Final Report: Development of Gender Strategy and Action Plan for Kalfor Project
- Report of Regulatory Assessment to Improve Forest Released Mechanism and Technical Guidelines to implement sustainable management principle at HCVF originated from released forest and APL at Province and District – IPB
- Final Report: Developing scenarios to incorporate non-state forest zones into forest management units’ (FMUs) operations in Kalimantan
- Economic Valuation of Ecosystem Service of Forest Land Outside State Owned Forest Area in Four District of Kalimantan
- HCVF Baseline Report in Sintang District.
- Local Champion Empowerment Program: Forest area management in non-state owned forest area in Sintang and Ketapang District of West Kalimantan Province.
- Final baseline report: on forested areas in Kotawaringin Barat district - Consultant Team Of Muhammadiyah University Of Palangkaraya
- Roadmap Report: Maintain Forests in APL of Central Kalimantan Province on 2020-2024
- Baseline Mapping Project of High Conservation Value Areas (ABKT) in Kutai Timur District, Kalimantan Timur Province: Identification and Management of High Conservation Value Areas (ABKT) in Areas of Other Uses (APL) and Convertible Production Forest (HPK) in Kutai Timur District, Kalimantan Timur Province
- A Study of Forestry Area Management Policy in Non-forestry Area, in Kutai Timur District, Kalimantan Timur Province: The Implementation of Presidential Instruction Number 8 of 2018 concerning Postponement and Evaluation of Oil Palm Plantation Permit and Increased Productivity of Oil Palm Plantation in Kutai Timur District, Kalimantan Timur Province
- Final Report: Study on Management Model and Endemic Flora-Fauna in the Kutai Timur District Botanical Garden
- Baseline Mapping Project of High Conservation Value Areas (ABKT) in Kutai Timur District, Kalimantan Timur Province: Workplan Development 2020 – 2024 Kalimantan Forest Project (KalFor) in Kutai Timur District, Kalimantan Timur Province

- Pemetaan Baseline Areal Bernilai Konservasi Tinggi di Kabupaten Kutai Timur Provinsi Kalimantan Timur: Kajian Spasial Kondisi Penutupan Lahan; Pemetaan Kawasan Bernilai Konservasi Tinggi, Potensi Keanekaragaman Hayati, Sosial, Ekonomi dan Budaya Masyarakat
- Final Report (Wrap-Up And Reporting Report): GIS Training Advanced Level for Kutai Timur.
- Economic Valuation of Ecosystem Services: Spatial Modeling of Economic and Ecosystem Service Valuation in Forested Areas within Other Land Use Areas to Support Land Use Management Decision-Making in Sintang Regency, West Kalimantan.
- Preparation of Policy Recommendations and Management for Protected Other Land Use Areas (APL) for Plantation Purposes Outside Permits, as well as for Non-Plantation Purposes in East Kutai Regency: Study Report
- Economic Valuation of Ecosystem Service of Forest Land Outside State Owned Forest Area in West Kotawaringin District of Kalimantan

r. Policy Brief

- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, Ketapang Regency, West Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, Sintang Regency, West Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, West Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, Kotawaringin Barat Regency, Central Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, Central Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, Kutai Timur Regency, East Kalimantan Province
- Policy Brief: Conservation of Remaining Forests in Non-state Owned Forest Area (APL) for Shared Prosperity, East Kalimantan Province
- Policy Brief Series 1: Forest Management Policies in APL (Non-state Owned Forest Area)
- Policy Brief Series 2: Multistakeholder Approaches to Forest Management in APL (Non-state Owned Forest Area)
- Policy Brief Series 3: Innovative Incentive Policies for the Conservation of Forest Areas in APL (Non-state Owned Forest Area)
- Policy Brief Series 4: Mainstreaming Gender in Government Policies and Its Implementation in Forest Conservation in APL (Non-state Owned Forest Area)

s. MoM PBM

- Strengthening Forest Area Planning and Management in Kalimantan (Kalfor): Project Kick Off and The 1st Project Steering Committee Meeting Report
- MoM Project Board Meeting 2 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , October 2018.
- MoM Project Steering Committee Meeting 3 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , October 2019.
- MoM Project Board Meeting 4 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , December 2020.
- MoM Project Board Meeting 5 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , December 2021.
- MoM Project Board Meeting 6 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , December 2022.
- MoM Project Board Meeting 7 - Strengthening Forest Area Planning and Management in Kalimantan, Manggala Wanabakti , December 2023.
- MoM Project Board Meeting 8 - Strengthening Forest Area Planning and Management in Kalimantan,

Manggala Wanabakti , December 2024.

t. SOP Project

- Project management guideline: Strengthening Forest Area Planning and Management in Kalimantan (Kalimantan Forest Project)

u. Social and Environmental Screening Procedures (SESP)

- Environmental and Social Impact Assessment and Environmental and Social Management Plan for the Project “Strengthening Forest Area Planning and Management in Kalimantan” (KALFOR)
- Indigenous Peoples Plan for the Project “Strengthening Forest Area Planning and Management in Kalimantan” (KALFOR)
- 5059 IDN KalFor updated SESP (Annex): Social and Environmental Screening Template 00
- SESP-Kalfor-5029_Annex E_SESP: UNDP Social and Environmental and Social Screening Template (SESP)

v. Exit Strategy

- Exit Strategy Report - MoEF-UNDP-GEF Project "Strengthening Planning and Management of Forested Areas Outside Forest Areas in Kalimantan (KALFOR)", Project ID: 00093330 - Award ID: 00085815

Total: **22** directories, **802** individual files

ANNEX E: SAMPLE OF INDICATIVE INTERVIEW QUESTIONS

The questions proposed below consider those proposed in the TORs and questions that have been formulated by the TE consultant team based on their experience.

General

1. Did they have an inception workshop? How was it, who participated, is there a minute or document I can see about it?
2. How were the administrative and financial arrangements?
3. What other projects and initiatives have been collaborating / complementing or competing with ours?
4. What happened with the strategic advisors the project was supposed to provide under the different Outcomes? Did it work? Where is he/she now?
5. The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.
6. To what extent are the objectives of the project still valid?
7. Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
8. Are the activities and outputs of the project consistent with the intended impacts and effects?
9. What could have been done differently?

Relevance

1. Is the project relevant to GEF biodiversity focal area?
2. How does the project support the GEF biodiversity focal area and strategic priorities?
3. Is the project relevant to the Indonesia's environment and sustainable development objectives?
4. How does the project support the environment and sustainable development objectives of the Indonesia?
5. Is the project country-driven?
6. What was the level of stakeholder participation in project design?
7. What was the level of stakeholder ownership in implementation?
8. Does the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation?
9. Is the project relevant to the country programme of the UNDP?
10. Does the project contribute to the Country Programme Document of UNDP in Indonesia?
11. Is the project addressing the needs of target beneficiaries at the local and regional levels?
12. How does the project support the needs of relevant stakeholders?
13. Has the implementation of the project been inclusive of all relevant stakeholders?
14. Were local beneficiaries and stakeholders adequately involved in project design and implementation?
15. Is the project internally coherent in its design?
16. Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?
17. Is the length of the project sufficient to achieve project outcomes?
18. How is the project relevant with respect to other donor-supported activities?
19. Does the GEF funding support activities and objectives not addressed by other donors?
20. How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?
21. Is there coordination and complementarity between donors?

22. Does the project provide relevant lessons and experiences for other similar projects in the future?
23. Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?
24. What has been the main focus of the project implementation so far? Who are the main beneficiaries? How were they selected?
25. The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.
26. To what extent did the objectives remain valid throughout the project duration?
27. Were the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
28. Were the activities and outputs of the project consistent with the intended impacts and effects?
29. How was the project aligned to the national development strategy?
30. To what extent are the objectives of the project still valid?
31. Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
32. Are the activities and outputs of the project consistent with the intended impacts and effects?

Effectiveness

1. Has the project been effective in achieving its expected outcomes?
2. To what extent have the project targets been achieved?
3. To what extent have the project failed to achieve its targets?
4. To what factors can be attributed the achievement and/or non-achievement of the targets?
5. Did the activities contribute to the achievement of the planned outputs?
6. Have the different outputs been achieved?
7. What progress toward the outcomes has been made?
8. How is risk and risk mitigation being managed?
9. How well are risks, assumptions and impact drivers being managed?
10. What was the quality of risk mitigation strategies developed? Were these sufficient?
11. Are there clear strategies for risk mitigation related with long-term sustainability of the project?
12. What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?
13. To what extent the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach? What should be done to improve gender and human rights mainstreaming?
14. What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training?
15. How did UNDP support the achievement of project outcome and outputs?
16. How was the partnership strategy conducted by UNDP? Has UNDP partnership
17. strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other projects?

Efficiency

1. Is project support provide in an efficient way?
2. Is adaptive management use or need to ensure efficient resource use?
3. Is the project logical framework and work plans and any changes made to them use as management tools in the implementation?
4. Are the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
5. Are progress reports produced accurately, timely and responded to reporting requirements

- including adaptive management changes?
6. What was the original budget for the Project? How have the Project funds been spent? Were the funds spent as originally budgeted?
 7. Are there any management challenges, which affected efficient implementation of the Project? What are they and how were they addressed?
 8. Do the leveraging of funds (co- financing) happen as planned?
 9. Are financial resources utilize efficiently? Could financial resources have been used more efficiently?
 10. Is procurement carried out in a manner making efficient use of project resources?
 11. How is results-based management used during project implementation?
 12. Is project implementation as cost effective as originally proposed (planned vs. actual)
 13. How efficient are partnership arrangements for the project?
 14. To what extent partnerships/ linkages between institutions/ organizations are encouraged and supported?
 15. Which partnerships/linkages are facilitated? Which ones can be considered sustainable?
 16. What is the level of efficiency of cooperation and collaboration arrangements?
 17. Which methods are successful or not and why?
 18. Is the project efficiently utilize local capacity in implementation?
 19. Is an appropriate balance struck between utilization of international expertise as well as local capacity?
 20. Is the project take into account local capacity in design and implementation of the project?
 21. Is there an effective collaboration between institutions responsible for implementing the project?
 22. How could the project have more efficiently carry out implementation (in terms of management structures and procedures, partnership arrangements etc.)?
 23. What changes could make (if any) to the project in order to improve its efficiency?
 24. Are objectives achieved on time?
 25. Is the project implement in the most efficient way compared to alternatives?

Sustainability

1. Are the outputs and outcomes of the project likely to be sustainable?
2. Is there a realistic sustainability plan?
3. Do project achievements show potential for sustainability, replication, scaling up?
4. Do the financial, institutional, policy, social, economic, cultural and environmental conditions pose risk/s to the sustainability of project results?
5. Are the risks manageable?
6. Does the sustainability plan address the risks?
7. What opportunities are available that can help sustainability of project gains?
8. How can these opportunities be used or optimized for sustainability?
9. What are the major factors that influence the achievement or non-achievement of sustainability of the programme or project?
10. What should be done to improve environmental sustainability mainstreaming?
11. To what extent will the benefits of the programme or project continue after donor funding stops?

Impact of interventions

1. What are the stated goals of the Project? To what extent are these goals shared by stakeholders? What are the primary activities of the programme and expected outputs? To what extent have the activities progressed?
2. What has happened as a result of the project?
3. How many people have been affected?

4. Has the project contributed or is likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the project?

ANNEX F: LIST OF PERSONS INTERVIEWED

NO	NAME	LOCATION	METHOD	DATE	TIME	INSTITUTION
1	Arifin	Kotawaringin Barat District	ONLINE	22-Jul-24	09:30	Lada Mandala Jaya Village
2	Nanang Hanafi, MP.	Central Kalimantan Province	ONLINE	22-Jul-24	10:00	University Muhammadiyah Palangkaraya
3	Dr. Eka Nur Taufik	Central Kalimantan Province	ONLINE	22-Jul-24	11:00	Palangkaraya University
4	Dr. Ali Suhardiman	East Kalimantan Province	ONLINE	22-Jul-24	14:00 WITA/13:00 WIB	Faculty of Forestry, Mulawarman University
5	Rustam, MP.	East Kalimantan Province	ONLINE	22-Jul-24	15:00 WITA/14:00 WIB	Faculty of Forestry, Mulawarman University
6	Zulkarnain	East Kalimantan Province	ONLINE	22-Jul-24	16:00 WITA/15:00 WIB	Jejak Baik Pohon - 1 of 5 Winners KalFor Youth Innovation 2023
7	Haryono	Ketapang District	ONLINE	23-Jul-24	13:00	Yayasan Natural Kapital Indonesia (CSO)
8	Harto	Ketapang District	ONLINE	23-Jul-24	14:00	Regional Planning Agency of Ketapang District
9	Nasrun	Ketapang District	ONLINE	23-Jul-24	15:00	Tanjungpura Villager
10	Nur Fadly	Ketapang District	ONLINE	23-Jul-24	10:00	Regional Planning Agency of Ketapang District
11	Sahat Irawan	West Kalimantan Province	ONLINE	24-Jul-24	10:00	Integrated Service Unit of Climate Change
12	Setyo Haryani	West Kalimantan Province	ONLINE	24-Jul-24		Environment and Forestry Service of West Kalimantan Province
13	Dr. Farah Diba	West Kalimantan Province	ONLINE	24-Jul-24	13:00	Tanjungpura University

14	M. Pramulya	West Kalimantan Province	ONLINE	24-Jul-24		Tanjungpura University
15	Hairil Anwar	West Kalimantan Province	ONLINE	24-Jul-24	14:00	Environment and Forestry Service of West Kalimantan Province
16	Eka Supriani	West Kalimantan Province	ONLINE	24-Jul-24	14:30	Land, Livestock and Plantation Service of West Kalimantan Province
17	Nadia Firmanda Nur Hasanah	West Kalimantan Province	ONLINE	24-Jul-24	15:00	PESUT Team - 1 of 5 Winner KalFor Youth Innovation 2023
18	Laksmi Banowati	Jakarta	ONLINE	25-Jul-24	09:00	Project Management Unit KalFor
19	Nefretari Sari	Jakarta	ONLINE	25-Jul-24	10:00	Project Management Unit KalFor
20	Nila Silvana	West Kalimantan Province	ONLINE	25-Jul-24	14:00	Project Management Unit KalFor
21	Dessy Ratnasari	Sintang District	ONLINE	25-Jul-24	13:00	Project Management Unit KalFor
22	Alhamdi Yosef Herman	Jakarta	ONLINE	25-Jul-24	11:00	Project Management Unit KalFor
23	Jumatalia	West Kalimantan Province	ONLINE	25-Jul-24	14:00	
24	Septiandi	Jakarta	ONLINE	25-Jul-24	15:00	Project Management Unit KalFor
25	Deni Wahyudi	Kutai Timur District	ONLINE	26-Jul-24	10:00 WITA/09:00 WIB	GIZ SASCI+ (East Kalimantan)
26	Raditya Mohamad Hasbi	Jakarta	ONLINE	26-Jul-24	10:00	Project Management Unit KalFor

27	Ardiansyah Abidin	Jakarta	ONLINE	26-Jul-24	14:00 WIB/15:00 WITA	Project Management Unit KalFor
28	Muthia Evirayani	Jakarta	ONLINE	26-Jul-24	11:00	Project Management Unit KalFor
29	Panthom Priyandoko	East Kalimantan Province	ONLINE	26-Jul-24	15:00	Project Management Unit KalFor
30	Dodi Suhendar	Jakarta	ONLINE	26-Jul-24	15:00	Project Management Unit KalFor
31	Hamzah & Sapparudin	Kutai Timur District	ONLINE	29-Jul-24	15:00	YAYASAN BIKAL
32	Goyu Ismoyojati	Kutai Timur District	ONLINE	29-Jul-24	11:00 WITA/10:00 WIB	Regional Planning Agency of Kutai Timur District
33	Didik Prayitno	Kutai Timur District	ONLINE	29-Jul-24	14:00 WITA/13:00 WIB	Plantation Services of Kutai Timur District
34	Mukti Ali	Kutai Timur District	ONLINE	29-Jul-24	15:00 WITA/14:00 WIB	Kawal Borneo Community Foundation - CSO (East Kalimantan)
35	Bellinda Margono	Jakarta	OFFLINE/ ON SITE	05-Aug- 24	09:00	Geospatial Information Agency (BIG)
36	Visit to KALFOR PMU - Manggalawana Bakti Office	Jakarta	OFFLINE/ ON SITE	05-Aug- 24	13:00	
37	Fitriyana	Kotawaringin Barat District	OFFLINE/ ON SITE	06-Aug- 24	08:30	Environment Service of Kotawaringin Barat District
38	Syahyani	Kotawaringin Barat District	OFFLINE/ ON SITE	06-Aug- 24		Environment Service of Kotawaringin Barat District
39	Faroug Hidayat	Kotawaringin Barat District	OFFLINE/ ON SITE	06-Aug- 24	10:30	BAPPEDA

40	Visit TNTP	Kotawaringin Barat District	OFFLINE/ ON SITE	06-Aug-24	12:30	
41	K. Subeta Raningtyas Dwi Atmaja	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24	08:30	Village Community Empowerment Service of Kotawaringin Barat District
42	Shofiyah, MP	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24		Antakusuma University - Kotawaringin Barat
43	Arifin	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24	09:30	Lada Mandala Jaya Village
44	Ferari Puji	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24	12:30	Pasir Panjang Village
45	Ferry Kurniawan	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24		Yayorin - CSO
46	Elfa Refina	Kotawaringin Barat District	OFFLINE/ ON SITE	07-Aug-24	13:30	Teras Mitra - CSO
47	- Anton Probiyantono - Muhammad Yayat Afianto - John Kimari	Jakarta	OFFLINE/ ON SITE	9-Aug-24	09:00	UNDP - Country Office
48	Nur Hygiawati Rahayu	Jakarta	OFFLINE/ ON SITE	9-Aug-24	12:00	BAPPENAS
49	Daniel	Sintang District	OFFLINE/ ON SITE	11-Aug-24	11:30	Government of Mensiku Village
50	Priyanto	Sintang District	OFFLINE/ ON SITE	11-Aug-24	14:30	Rimba Gupung Management Institution of Mensiku Village
51	Eko Zanuardy	Sintang District	OFFLINE/ ON SITE	11-Aug-24		Yayasan Teraju Indonesia
52	Muhammad Ari Susandi	Sintang District	OFFLINE/ ON SITE	12-Aug-24	08:30	North Sintang FMU
53	Jeanetta Octavia	Sintang District	OFFLINE/ ON SITE	12-Aug-24		North Sintang FMU
54	Deddy Irawan	Sintang District	OFFLINE/ ON SITE	12-Aug-24	09:45	Regional Planning Agency of Sintang
55	Muhammad Iqbal	Sintang District	OFFLINE/ ON SITE	12-Aug-24	08:30	Environment Service of Sintang District

56	Novandi	Sintang District	OFFLINE/ ON SITE	12-Aug-24		Environment Service of Sintang District
57	Imanuel Tibian	Sintang District	OFFLINE/ ON SITE	12-Aug-24	15:15	PT Kencana Alam Permai
58	Fidhea Yenni	Sintang District	OFFLINE/ ON SITE	12-Aug-24		PT Kencana Alam Permai
59	Arif Setya Bud	Sintang District	OFFLINE/ ON SITE	12-Aug-24		
60	Antonius	Sintang District	OFFLINE/ ON SITE	13-Aug-24	08:30	Kapuas University
61	Sri Sumarni	Sintang District	OFFLINE/ ON SITE	13-Aug-24		Kapuas University
62	Milavenia Pusparini	Sintang District	OFFLINE/ ON SITE	13-Aug-24	10:15	BESTARI Team - 1 of 5 Winner KalFor Youth Innovation 2023
63	Yohannes Koko	Sintang District	OFFLINE/ ON SITE	13-Aug-24	13:30	Yayasan Solidaridad Network Indonesia
64	Katarina Andriani	Sintang District	OFFLINE/ ON SITE	13-Aug-24		Weavers Group of Ensaid Panjang Village
65	Lidwina Rema	Sintang District	OFFLINE/ ON SITE	13-Aug-24		Local Champion Ensaid Panjang
66	Kusmara Amijaya	Sintang District	OFFLINE/ ON SITE	12-Aug-24		Government of Kelam Permai Sub-district
67	- Adi Yani - Hairil Anwar - Setyo Haryani	Pontianak	OFFLINE/ ON SITE	14-Aug-24	10:00	Environment Service of West Kalimantan
68	Haryono and team	Pontianak	OFFLINE/ ON SITE	14-Aug-24	13:00	Yayasan Natural Kapital Indonesia

69	- Erik Teguh Primiantoro - Doni Nugroho - Sigit Nugroho - Ahmad Basyiruddin Usman - lid Itsna Adkhi - Endrawati - Dicky Frenhdika Prasetya Rhama - Arfan Adhi Kurniawan - Rizki Nur Adam - Nurlela Komalasari	Jakarta	OFFLINE/ ON SITE	16-Aug-24	09:00	MoEF (IP) - Manggalawana Bakti Office
70	Laksmi Dhewanthi	Jakarta	OFFLINE/ ON SITE	16-Aug-24	13:00	GEF OFP - Manggalawana Bakti
71	Bahruni Said	Bogor	ONLINE	22-Aug-24	09:00	P4WIPB
72	Mia Ermyanyla	Bogor	ONLINE	22-Aug-24		P4WIPB

ANNEX G: PRESENTATION OF PRELIMINARY FINDINGS



UNDP-GEF TE -
Kalfor Project
Preliminary
Findings_v1.0 (2)

<https://docs.google.com/presentation/d/1WqTGA3NDDMyK-FCfyUc5q79c8gy3BcBe/edit#slide=id.p1>

https://www.dropbox.com/scl/fi/ms0wey6r6n9vmlbqke0z6/UNDP-GEF-TE-Kalfor-Project-Preliminary-Findings_v1.0-2.pptx?rlkey=jzgw1fi0f44nw6rz50sdcsvzc&st=yk6oyenm&dl=0

ANNEX H: SUMMARY OF RATING SCALES

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 111.*

Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 111.*

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 112.*

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 112.*

ANNEX Ia: SIGNED EVALUATION CONSULTANT AGREEMENT

Camillo Ponziani - Team Leader / Sr. Evaluation Specialist

Evaluators/Consultants:

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

Consultant Agreement Form

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

Name of Consultant: Camillo Ponziani

Name of Consultancy Organization (where relevant): _____

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

Signed at Toronto, Canada (Place) on 25 November 2024 (Date)

Signature: 

Wishnu Sukmantoro - National Consultant / Evaluator / Technical Specialis**Evaluators/Consultants:**

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

Consultant Agreement Form


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

Name of Consultant: _____Wishnu Sukmantoro_____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____*Serpong, Indonesia*_____ (Place) on _____*25 November 2024*_____ (Date)

Signature: _____


ANNEX Ib: SIGNED UNEG CODE OF CONDUCT FORM¹⁹

Evaluators/Consultants:

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

MTR Consultant Agreement Form


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

Name of International Consultant: _____ Camillo Ponziani _____

Name of Consultancy Organization (where relevant): _____

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

Signed at Toronto, Canada _____ (Place) on 25 November 2024 _____ (Date)


Signature: _____ 

Name of National Consultant: _____ Wishnu Sukmantoro _____

Name of Consultancy Organization (where relevant): _____

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

Signed at Serpong, Indonesia _____ (Place) on 25 November 2024 _____ (Date)

Signature: _____ 

¹⁹ Explicitly requested by the UNDP Indonesia Country Office and UNDP NCE Regional Technical Advisor in light of Annex “I” already included in the draft TE report. Potential duplication with the previous annex.

ANNEX J: LOGIC MODEL-THEORY OF CHANGE ANALYSIS TABLE

Table 28: Theory of Change Impact Drivers, Assumptions, Intermediate States and Impact

Objective/Outcomes	Impact Drivers (ID) & Assumptions (A)	Intermediate States (IS)	Impacts
<p>Objective: Maintaining forest area. Including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops.</p>	<p>ID: More effective land allocations and management of forest areas in the Heart of Borneo (HoB)</p>	<p>IS: The dilemma of plantation expansion into forest areas with significant ecological value has been resolved in the intervention areas. Priority has been given to conserving the most vulnerable and valuable forests, particularly those in the Other Use Areas (APL).</p>	<p>Long Term Goal: Significant global benefits have been achieved in relation to biodiversity conservation, sustainable land use, and greenhouse gas (GHG) emissions mitigation, particularly in the Heart of Borneo (HoB) region.</p>
	<p>A: Enhanced legal protection increases the likelihood that HCV forest will be protected from estate crop development.</p>		
	<p>ID: Maintained forest areas, including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops</p>		
	<p>A: Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced deforestation commodity production.</p>		
	<p>ID: Reduced deforestation of forested lands outside of the estate crop</p>		
	<p>A: Accessibility of forest areas to local communities remains equal or improves</p>		
<p>Component 1: Mainstreaming of forest ecosystem service and biodiversity considerations into national and provincial policies and decision-making processes for forest area planning and management</p>			
<p>Outcome 1: Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decisions, and management actions at national and provincial (West, Central and East Kalimantan) levels</p>	<p>ID: Increased number of national and/or provincial level policy and regulatory change</p>	<p>IS: Improved regulatory framework and implementation at the national and provincial levels ensures protection and sustainable management of High Conservation Value (HCV) forests, particularly those classified as APL or convertible forests.</p>	
	<p>A: -</p>		
	<p>ID: Area of High Conservation Value (HCV) forests located within the three participating provinces and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory</p>		
<p>A: -</p>			
<p>Component 2: Development and demonstration of strategies for integrating forest area planning, management and conservation with estate crop spatial planning and management across four districts of Kalimantan (Ketapang, Sintang, Kota Waringin Barat, and Kutai Timur) and at target landscapes within those districts</p>			
<p>Outcome 2: Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their</p>	<p>ID: APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections</p>	<p>IS: The reclassification of APL or convertible forests and their inclusion under new regulations improves protection of important forest areas and promotes cooperation</p>	
	<p>A: Public and private institutions mainstream sustainable production practices and are committed to</p>		

implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop.	transferring knowledge and technologies to producers through technical assistance, incentives and loans.	between public and private institutions to support sustainable farming practices.	
	ID: Policies and regulatory changes at district level. Forest safeguarding plans redeveloped	IS: At the district level, new policies and updated forest safeguarding plans strengthen forest protection and ecosystem services, helping producers adopt sustainable practices and restore degraded areas.	
	A: Producers are committed to adoption of best practices for sustainable production of estate crops, restoration of degraded areas, and conservation of forests and ecosystem services.		
Component 3: Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector			
Outcome 3: Innovative ways of using financial incentives (and eliminating disincentives), designed to help reduce deforestation and forest fragmentation driven by estate crop development, have been demonstrated in target landscapes within four districts in Kalimantan	ID: Incentive mechanisms in place and operational	IS: These mechanisms are actively working to promote sustainable practices within the target landscapes, aiming to provide long-term benefits while avoiding the pitfalls of short-term decision-making.	
	A: Activities under Components 1 and 4 provide information on avoiding the pitfalls of short-term landscape decision making for the government and Communities.		
	ID: Financial mechanism(s) tested in target landscapes	IS: The financial mechanisms were tested in target landscapes, with oversight ensuring that land expansion followed the set limits.	
	A: Oversight and monitoring will ensure compliance with spatial constraints on expansion.		
Component 4: Knowledge management and M&E			
Outcome 4: Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia’s estate crops sector	ID: Captured of lessons learned at multiple geographic levels (landscape, district, provincial, national) from systemic support and demonstration activities are well documented	IS: Lessons learned from activities at different levels (landscape, district, provincial, national) have been captured, organized, and documented for future reference, planning, and decision-making.	
	A: -		
	ID: Developed communication and awareness raising material	IS: Communication materials and an online knowledge-sharing platform have been created to raise awareness and share information.	
	A: -		
ID: Online knowledge sharing platform developed			
	A: -		

Table 29: Impact Assessment of the Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Objective: Maintaining forest area. Including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops.		
ID: More effective land allocations and management of forest areas in the Heart of Borneo (HoB)	An integrated approach to land allocation and management in the Heart of Borneo (HoB) was needed. Coordination among various stakeholders (government, local communities, private sector) improved, leading to more sustainable land use goals. Effective land use planning that incorporated both conservation and development objectives helped balance ecological protection with economic opportunities. Increased capacity and better enforcement were required to ensure the implementation of sustainable land use and forest management practices.	3
A: Enhanced legal protection increases the likelihood that HCV forest will be protected from estate crop development.	The analysis should assess the effectiveness of legal protections in safeguarding HCV forests, stakeholder engagement, enforcement challenges, the impact on land use decisions, the sustainability of protections, and the monitoring and documentation of protected areas.	3
ID: Maintained forest areas, including the biodiversity and ecosystem functions of Kalimantan’s lowland and montane areas, from the development of estate crops	Efforts to preserve Kalimantan’s lowland and montane forests, vital for biodiversity and ecosystem services, have been supported by land-use planning, stricter regulations, protected areas, and stakeholder involvement, although challenges remain in ensuring long-term sustainability, especially in remote areas with limited enforcement capacity.	3
A: Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced deforestation commodity production.	The platforms and action plans are still in progress and adapting to dynamics, while integrating sustainability goals to ensure effective support for reducing deforestation in commodity production.	2
ID: Reduced deforestation of forested lands outside of the estate crop	The KalFor project evaluated changes in land-use patterns, the effectiveness of conservation strategies, stakeholder involvement, monitoring and enforcement, long-term sustainability, and community impacts to assess the reduction of deforestation outside estate crops.	3
A: Accessibility of forest areas to local communities remains equal or improves	The KalFor project has promoted equal or improved access to forest areas for local communities by considering land use changes, legal protections, and community involvement in forest management.	3
Component 1. Mainstreaming of forest ecosystem service and biodiversity considerations into national and provincial policies and decision-making processes for forest area planning and management		
<i>Outcome 1: Forest ecosystem services, including carbon and biodiversity aspects, are more fully taken into account in policies, decisions, and management actions at national and provincial (West, Central and East Kalimantan) levels</i>		

<p>ID: Increased number of national and/or provincial level policy and regulatory change</p>	<p>The KalFor project has contributed to an increased number of national and/or provincial level policy and regulatory changes by engaging stakeholders, providing evidence-based recommendations, and facilitating dialogues between government, local communities, and other relevant actors to align land-use and forest conservation policies in APL.</p>	<p>3</p>
<p>A: -</p>		
<p>ID: Area of High Conservation Value (HCV) forests located within the three participating provinces and currently classified as either APL or convertible forest reclassified and/or subject to new and enforceable regulatory</p>	<p>The KalFor project has played a significant role in facilitating and promoting policy and regulatory changes at the national and provincial levels by actively engaging key stakeholders, offering evidence-based recommendations, and facilitating open dialogues among government bodies, local communities, and other relevant actors. This collaboration has been instrumental in aligning land-use policies with forest conservation goals in particular in APL.</p>	<p>3</p>
<p>A: -</p>		
<p align="center">Component 2: Development and demonstration of strategies for integrating forest area planning, management and conservation with estate crop spatial planning and management across four districts of Kalimantan (Ketapang, Sintang, Kota Waringin Barat, and Kutai Timur) and at target landscapes within those districts</p>		
<p><i>Outcome 2: Policies and plans to deliver global and national benefits from forest conservation and estate crop development are in place in four districts of Kalimantan and innovative approaches to their implementation have been demonstrated in target landscapes containing at least 200,000 ha of forest area currently outside of the estate crop.</i></p>		
<p>ID: APL or convertible forest reclassified and/or subject to new and enforceable regulatory protections</p>	<p>The KalFor project has contributed to the reclassification of APL or convertible forests by working with stakeholders to identify critical areas for protection. It has supported the development and implementation of new, enforceable regulatory measures that provide stronger protections for these forests. Through collaborations with government agencies and local communities, the project has helped ensure that areas with high conservation value are better safeguarded against unsustainable land use, promoting long-term ecological preservation.</p>	<p>3</p>
<p>A: Public and private institutions mainstream sustainable production practices and are committed to transferring knowledge and technologies to producers through technical assistance, incentives and loans.</p>	<p>Public and private institutions have actively collaborated to integrate sustainable production practices into the agriculture and forestry sectors. Through partnerships, these stakeholders have provided technical assistance, incentives, and small-scale grants to producers, encouraging the adoption of environmentally-friendly practices. This commitment is supported by knowledge transfer initiatives, where stakeholders, such as government bodies and private companies, share best practices, technologies, and expertise with local producers.</p>	<p>3</p>
<p>ID: Policies and regulatory changes at district level. Forest safeguarding plans redeveloped</p>	<p>The KalFor project has facilitated the evaluation and enhancement of district-level policies and regulatory frameworks to strengthen forest conservation efforts. Safeguard guidance has been incorporated into regulatory documents, although at the village level, these are relatively brief or less specific.</p>	<p>2</p>

<p>A: Producers are committed to adoption of best practices for sustainable production of estate crops, restoration of degraded areas, and conservation of forests and ecosystem services.</p>	<p>Producers are gradually adopting sustainable practices for estate crops, restoring degraded lands, and conserving forests, driven by economic incentives, regulations, and partnerships, though challenges like limited resources and enforcement persist.</p>	<p>3</p>
<p>Component 3: Testing / demonstration of incentives mechanism(s) to reduce deforestation associated with the estate crops sector</p>		
<p>Outcome 3: Innovative ways of using financial incentives (and eliminating disincentives), designed to help reduce deforestation and forest fragmentation driven by estate crop development, have been demonstrated in target landscapes within four districts in Kalimantan</p>		
<p>ID: Incentive mechanisms in place and operational</p>	<p>The project collaborated with government agencies to integrate incentive-based approaches into local and regional policies through EFT and other schemes.</p>	<p>3</p>
<p>A: Activities under Components 1 and 4 provide information on avoiding the pitfalls of short-term landscape decision making for the government and Communities.</p>	<p>The KalFor project addressed short-term landscape decision-making challenges by training stakeholders in sustainable planning, providing GIS tools and scenario models, facilitating participatory forums, sharing best practices, and integrating sustainability into policies, which improved decision-making capacity, collaboration, and conservation goals despite resource and enforcement challenges.</p>	<p>3</p>
<p>ID: Financial mechanism(s) tested in target landscapes</p>	<p>KalFor developed and tested financial tools like PES through nature-based tourism, green financing such as EFT base, and NTFP commodities market, engaged stakeholders to tailor mechanisms to local needs, built capacity through training, linked financial incentives to sustainable practices, and monitored performance</p>	<p>3</p>
<p>A: Oversight and monitoring will ensure compliance with spatial constraints on expansion.</p>	<p>The KalFor project strengthened oversight and monitoring systems to ensure compliance with spatial constraints on land expansion by providing tools, training, and engaging stakeholders in the process.</p>	<p>2</p>
<p>Component 4: Knowledge management and M&E</p>		
<p><i>Outcome 4: Increased knowledge and understanding of the multiple factors underlying successful implementation of reduced deforestation, green growth strategies for Indonesia’s estate crops sector</i></p>		
<p>ID: Captured of lessons learned at multiple geographic levels (landscape, district, provincial, national) from systemic support and demonstration activities are well documented</p>	<p>The KalFor project captured lessons learned at multiple geographic levels (landscape, district, provincial, national) by systematically documenting the outcomes of its support and demonstration activities. The project used case studies, feedback sessions, and knowledge-sharing platforms to ensure that the lessons learned were effectively recorded and communicated, helping to inform future efforts and policy development</p>	<p>3</p>
<p>A: -</p>		<p>-</p>

<p>ID: Developed communication and awareness raising material</p>	<p>The KalFor project developed communication and awareness-raising materials by identifying key stakeholders, setting clear objectives, creating context-specific content, collaborating with experts, using multiple platforms, incorporating data and visuals, promoting interaction, and continuously monitoring and evaluating effectiveness to ensure relevant and impact full messaging for sustainable land use and forest conservation.</p>	<p>3</p>
<p>A: -</p>		<p>-</p>
<p>ID: Online knowledge sharing platform developed</p>	<p>The KalFor project developed an online knowledge-sharing platform to facilitate the exchange of information, best practices, and resources among stakeholders. This platform aimed to support collaboration and enhance understanding of sustainable land-use practices, forest conservation, and environmental management.</p>	<p>3</p>
<p>A:-</p>		<p>-</p>
<p>Theory of Change Component</p>	<p>Qualitative Analysis</p>	<p>Rating</p>
<p>The KalFor project made significant strides in maintaining Kalimantan’s forests, biodiversity, and ecosystem functions through effective forest management, policy integration, and stakeholder engagement. The project successfully implemented land allocation and management strategies in the Heart of Borneo (HoB), achieving a rating of 3 (Fully Achieved) for coordination between government, local communities, and the private sector. Legal protection for High Conservation Value (HCV) forests and the preservation of lowland and montane forests were also rated 3, reflecting improved regulations and stakeholder involvement, despite challenges in enforcement. Efforts to reduce deforestation and promote sustainable commodity production showed mixed progress, with platforms and action plans still adapting and earning a rating of 2, but the reduction of deforestation outside estate crops received a rating of 3. The integration of forest ecosystem services into policies was rated 3, with the project contributing to several policy changes at the national and provincial levels. The project also demonstrated success in reclassifying APL and convertible forests and supporting sustainable practices among public and private institutions, achieving ratings of 3 for these components. Testing of incentive mechanisms to reduce deforestation, financial mechanisms such as PES, and oversight systems received ratings of 3, with improvements in short-term landscape decision-making and monitoring. Knowledge management efforts, including capturing lessons learned and developing communication materials, also received a rating of 3, highlighting the project’s ability to document and disseminate best practices. The online knowledge-sharing platform was rated 3, emphasizing the project’s success in facilitating collaboration and knowledge exchange among stakeholders. Overall, the KalFor project contributed significantly to sustainable forest management and deforestation reduction in Kalimantan, with room for continued progress in certain areas.</p>		<p>3</p>

ROtl rating scale used in Table

1. Not achieved (0) - the ToC component was not explicitly or implicitly identified by the project, and/or very little progress has been made towards achieving the interim target of the ToC component, and the conditions for future progress are not in place.
2. Poorly achieved (1) very little progress has been made towards achieving the interim target of ToC component, but the conditions are in place for future progress should support be provided to complete this component.
3. Partially achieved (2) the ToC component is explicitly recognized and the mechanisms set out to achieve it are appropriate but insufficient to ensure successful completion and sustainability upon project closure and meaningful progress towards achievement of the long-term goal.
4. Fully achieved (3) the ToC component is explicitly recognized and appropriate activities are underway with interim targets achieved. Mechanisms are in place that show progress towards achievement of the ToC component and there is assurance of substantial contribution towards achievement of the long-term goal.

ANNEX K: CO-FINANCING

- a) This letter serves as a formal expression of support for the "Strengthening Forest Area Planning and Management in Kalimantan" project, developed by the Ministry of Environment and Forestry of Indonesia under the GEF-6 funding framework. It confirms a substantial in-kind contribution of USD 50,000,000 over seven years (2017–2023), allocated to support project activities in four key landscapes across West, East, and Central Kalimantan provinces, as well as Jakarta. The letter emphasizes the project's alignment with national priorities in ecological preservation, biodiversity protection, and sustainable resource management to foster sustainable development.



MINISTRY OF ENVIRONMENT AND FORESTRY
DIRECTORATE GENERAL OF FORESTRY PLANNING AND ENVIRONMENTAL GOVERNANCE
SECRETARY DIRECTORATE GENERAL
 Manggala Wanabakti Building, Block I, 7th, Jenderal Gatot Subroto Street, Jakarta 10270
 Phone (021) 6730 290, 67300318, Fax mail (021) 6734632

28 November 2016

Ref. No : S.1354/SEDDIT/HKST/KUM.3/11/2016
 Attachment : -
 Subject : Co-Financing Commitment Letter for the Project
 "Strengthening Forest Area Planning and Management in Kalimantan"

Ms. Adriana Dinu
 Executive Coordinator
 UNDP - Global Environment Facility (GEF)
 United Nation Development Programme
 304 East, 45th Street, FF 914, New York, NY 10017
 United States Of America

Ministry of Environment and Forestry of Indonesia, c.q. Directorate General of Forestry Planning and Environment Governance, has developed a project document to secure funding under GEF-6 for the Project entitled "Strengthening Forest Area Planning and Management in Kalimantan".

In this regard, as part of our commitment on co-financing for the above mentioned project, we would like to express our support for the project by providing in-kind contribution with total amount of USD 50,000,000 for 7 years project activity from year 2017-2023 or as much as USD 7,142,857 for each year.

This In-kind contribution will be used to support project implementation at 4 (four) targeted landscape in 3 (three) provinces in Kalimantan (West Kalimantan, East Kalimantan, and Central Kalimantan) and Jakarta.

We hope this project will contribute to government effort in achieving the national government priorities regarding to preserve the ecological balance and biodiversity as well as the existence of natural resources as a life support system to support sustainable development.

Sincerely,

In. Yuyu Rahayu, M.Sc
Secretary Directorate General

- Cc.
1. Director General of Forestry Planning and Environmental Governance.
 2. Secretary General of Ministry of Environment and Forestry.
 3. Assistant Country Director/Heard of Environment Unit, UNDP Indonesia.

- b) This letter is a follow-up to the correspondence dated May 18, 2021, providing details on the realization of the 2017–2020 state budget (APBN) allocations by the Ministry of Environment and Forestry, specifically through the Directorate General of Forestry Planning and Environmental Governance. The budget supports forest management planning activities in Kalimantan.
- c) These activities were carried out under the Kalimantan Forest (KalFor) Project, with a focus on forest management planning outside designated forest areas in Kalimantan. The prepared data is intended to support the Mid-Term Review of the KalFor Project for the May–June 2021 period, as outlined in the Co-Financing Commitment Letter for the Strengthening Forest Area Planning and Management in Kalimantan project.
- d) The co-financing support for 2017–2020 is IDR 451,874,475.29. To calculate the equivalent amount of IDR 451,874,475.29 in USD. Assuming an exchange rate of 1 USD = 15,700 IDR (a common rate as of late 2024), the conversion would be approximately USD 28,784,364 at this exchange rate.



KEMENTERIAN LINGKUNGAN HIDUP DAN KEHUTANAN
DIREKTORAT JENDERAL PLANOLOGI KEHUTANAN DAN TATA LINGKUNGAN
DIREKTORAT INVENTARISASI DAN PEMANTAUAN SUMBER DAYA HUTAN
Gedung Menteri, Jl. Jenderal Sudirman No. 1, Lantai 7 JAKARTA 10270
t. Andalan Gedung Sudirman Telepon: (021) 5730035 – 5730092

24 Mei 2021

Nomor : S.494/IPSDH/PSDH/PLA.1/5/2021
Lampiran : 1 (satu) berkas
Hal : Co-Financing KLHK untuk Proyek Kalimantan Forest

Kepada Yth.
Head of Environment Unit, UNDP Jakarta
di
Jakarta

Menjawab surat Saudara tanggal 18 Mei 2021 perihal tersebut di atas, dengan ini kami sampaikan Realisasi Anggaran dana APBN Tahun 2017-2020 Kementerian Lingkungan Hidup dan Kehutanan c.q. Ditjen Planologi Kehutanan dan Tata Lingkungan terkait Perencanaan Pengelolaan Hutan di Kalimantan. Kegiatan tersebut didukung oleh Proyek Kalimantan Forest khususnya pada Perencanaan Pengelolaan Hutan di Luar Kawasan Hutan di Kalimantan. Data tersebut disajikan dalam rangka mendukung Mid Term Review proyek KalFor periode Mei – Juni 2021 sebagaimana yang tertuang dalam Co-Financing Commitment Letter for the Project Strengthening Forest Area Planning and Management in Kalimantan. (Rincian Co-Financing sebagaimana terlampir)..

Demikian disampaikan, atas perhatiannya kami ucapkan terima kasih

Direktur,
Selaku National Project Director
Kalimantan Forest Project

Dr. D. R. A. Belinda A. Margono, M.Sc.
NIP. 19681101 199303 2 003

Tembusan Yth.
1. Direktur Jenderal Planologi Kehutanan dan Tata Lingkungan (sebagai laporan)
2. National Project Manager, Kalimantan Forest Project

Lampiran

No. : S494/IPSDH/PSDH/PLA.1/5/2021
Tanggal : 24 Mei 2021

Tabel 1. Realisasi Anggaran Dana APBN Tahun 2017 - 2020 Kementerian Lingkungan Hidup dan Kehutanan terkait Perencanaan Pengelolaan Hutan di Kalimantan - Co-Financing KLHK untuk Proyek Kalimantan Forest (KalFor)

No.	SATUAN KERJA	REALISASI ANGGARAN TERKAIT PENGUATAN PERENCANAAN PENGELOLAAN HUTAN DI KALIMANTAN				TOTAL 2017-2020
		2017	2018	2019	2020	
	DIREKTORAT JENDERAL PKTL	69.853.157.312	173.027.112.946	96.883.381.681	112.110.823.351	451.874.475.290
	A. BALAI PEMANTAPAN KAWASAN HUTAN	42.437.248.216	106.799.741.423	60.925.066.305	63.635.463.933	273.797.519.877
1	BPKH WILAYAH III PONTIANAK	11.116.440.531	30.865.793.100	17.075.958.113	14.503.361.394	73.561.553.138
2	BPKH WILAYAH IV SAMARINDA	12.770.529.388	20.381.194.474	13.838.703.351	12.869.893.524	59.860.320.737
3	BPKH WILAYAH V BANJARBARU	11.053.834.766	22.664.480.480	14.491.799.787	13.808.715.568	62.018.830.601
4	BPKH WILAYAH XXI PALANGKARAYA	7.496.443.531	32.888.273.369	15.518.605.054	22.453.493.447	78.356.815.401
	B. PUSAT	27.415.909.096	66.227.371.523	35.958.315.376	48.475.359.418	178.076.955.413
1	SETDITJEN PKTL	5.549.885.259	6.134.441.497	6.054.181.101	5.914.768.721	23.653.276.578
2	DIREKTORAT PPP	6.320.954.145	10.646.949.100	8.859.528.869	6.381.053.163	32.208.485.277
3	DIREKTORAT PPKH	4.553.888.915	9.152.523.838	4.522.982.549	4.058.169.928	22.287.565.230
4	DIREKTORAT IPSDH	7.148.013.084	36.592.741.257	10.838.344.671	25.500.007.988	80.079.107.000
5	DIREKTORAT PDLKWS	3.843.167.693	3.700.715.831	5.683.278.186	6.621.359.618	19.848.521.328

Kasubdit Pemantauan SDH
Selaku Deputy National Project
Director Kalimantan Forest

Judin Purwanto, S.Hut, M.Si
NIP. 19780812 200604 1 001

- e) This letter is addressed to the Head of the Environment Unit, UNDP Jakarta, as a follow-up to our previous correspondence No. S.494/IPSDH/PSDH/PLA.1/5/2021 dated May 24, 2021.
- f) It provides details on the realization of the 2021–2022 state budget (APBN) allocations by the Ministry of Environment and Forestry, designated as Co-Financing funds to support forest planning and management activities outside forest areas in Kalimantan. These commitments are outlined in the Commitment Letter for the Project Strengthening Forest Area Planning and Management in Kalimantan.
- g) The co-financing support from the Ministry of Environment and Forestry (MoEF) for 2021–2022 totals IDR 353,975,010.703, which, at an exchange rate of 1 USD = 15,700 IDR, is approximately USD 22,546,179.03.

Terminal Evaluation: "Strengthening Forest Area Planning and Management in Kalimantan (KALFOR) Project"



KEMENTERIAN LINGKUNGAN HIDUP DAN KEHUTANAN
 DIREKTORAT JENDERAL PLANOLOGI KEHUTANAN DAN TATA LINGKUNGAN
 DIREKTORAT INVENTARISASI DAN PEMANTAUAN SUMBER DAYA HUTAN
 Gedung Manggala Wanaraja Blok 1 Lantai 7 JAKARTA 10270
 Jl. Jenderal Gatot Subroto Telepon : (021) 5730333 – 5730392

Nomor : S.1498/IPSDH/PSDH/PLA.1/12/2022
 Lampiran : 1 (satu) berkas
 Hal : Co-Financing KLHK untuk Proyek Kalimantan Forest

5 Desember 2022

Kepada Yth:
 Head of Environment Unit, UNDP Jakarta
 di Jakarta

Menyusuli surat kami No. S.494/IPSDH/PSDH/PLA.1/5/2021 tanggal 24 Mei 2021 perihal tersebut di atas, bersama ini kami sampaikan Realisasi Anggaran Dana APBN Tahun 2021 - 2022 Kementerian Lingkungan Hidup dan Kehutanan sebagai dana Co-Financing untuk mendukung kegiatan Perencanaan dan Pengelolaan Hutan di Luar Kawasan Hutan di Kalimantan. Hal tersebut tertuang dalam Commitment Letter for the Project Strengthening Forest Area Planning and Management in Kalimantan (Rencana Co-Financing tahun 2021-2022 sebagaimana terlampir).

Demikian disampaikan, atas perhatiannya kami ucapkan terima kasih

Direktur,
 Salibahu, National Project Director
 Kalimantan Forest Project

Dr. R. A. Belinda A Margono, M.Sc
 NIP. 19681101 199303 2 003

Tembusan Yth.
 1. Direktur Jenderal Planologi Kehutanan dan Tata Lingkungan (sebagai laporan)
 2. National Project Manager, Kalimantan Forest Project

Realisasi Anggaran APBN 2021 dan PAGU 2022 KEMENTERIAN LINGKUNGAN HIDUP DAN KEHUTANAN terkait REALISASI ANGGARAN UNTUK Penguatan Perencanaan Pengelolaan Hutan di Kalimantan

No.	SATUAN KERJA	REALISASI ANGGARAN TERKAIT Penguatan Perencanaan Pengelolaan Hutan di Kalimantan		TOTAL
		2021	2022	
	DIREKTORAT JENDERAL PKTL	124.294.483.703	229.680.527.000	353.975.010.703
	A. BALAI PEMANTAPAN KAWASAN HUTAN	19.567.668.204	102.293.333.000	121.861.001.204
1	BPKH WILAYAH III PONTIANAK	4.626.376.952	21.916.908.000	26.543.284.952
2	BPKH WILAYAH IV SAMARINDA	5.965.873.638	25.150.464.000	31.116.337.638
3	BPKH WILAYAH V BANJARBARU	5.540.624.005	34.226.312.000	39.766.936.005
4	BPKH WILAYAH XXI PALANGKARAYA	3.434.793.609	20.999.649.000	24.434.442.609
	B. PUSAT	104.726.815.499	127.387.194.000	232.114.009.499
1	SETDITJEN PKTL	67.404.167.432	88.060.340.000	155.464.507.432
2	DIREKTORAT RPP	10.791.924.184	8.616.357.000	19.408.281.184
3	DIREKTORAT PPKH	10.565.839.667	14.831.633.000	25.397.472.667
4	DIREKTORAT IPSDH	4.851.174.919	6.821.946.000	11.673.120.919
5	DIREKTORAT PDLKWS	11.113.709.297	9.056.918.000	20.170.627.297

Kasubdit Pemantauan SDH

Judin Purwanto, S.Hut, M.Si
 NIP. 19780812 200604 1 001

- h) This letter is addressed to the Head of the Environment Unit, UNDP Jakarta, as a follow-up to our previous correspondence No. S.1498/IPSDH/PSDH/PLA.1/12/2022 dated December 5, 2022.
- i) It provides details on the realization of the 2022–2023 state budget (APBN) allocations by the Ministry of Environment and Forestry, designated as Co-Financing funds to support forest planning and management activities outside forest areas in Kalimantan.
- j) The total co-financing budget for the year 2023 is IDR 124,594,702,639, which, at an exchange rate of 1 USD = 15,700 IDR, is approximately USD 7,935,968.32. The total co-financing for the period 2017–2023 is IDR 930,444,188,632, which is approximately USD 59,263,961.06.



KEMENTERIAN LINGKUNGAN HIDUP DAN KEHUTANAN
 DIREKTORAT JENDERAL PLANOLOGI KEHUTANAN DAN TATA LINGKUNGAN
 DIREKTORAT INVENTARISASI DAN PEMANTAUAN SUMBER DAYA HUTAN
 Gedung Manggala Wanaraja Blok 1 Lantai 7 JAKARTA 10270
 Jl. Jenderal Gatot Subroto Telepon : (021) 5730333 – 5730392

Nomor : S.1095/IPSDH/IGLHK/PLA.1/8/2023
 Lampiran : 1 (satu) berkas
 Hal : Co-Financing KLHK untuk Proyek Kalimantan Forest

14 Agustus 2023

Kepada Yth.
 Head of Environment Unit, UNDP Jakarta
 di Jakarta

Menyusuli surat kami No. S.1498/IPSDH/PSDH/PLA.1/12/2022 tanggal 5 Desember 2022 perihal tersebut di atas, bersama ini kami sampaikan Realisasi Anggaran Dana APBN Tahun 2022 - 2023 Kementerian Lingkungan Hidup dan Kehutanan sebagai dana Co-Financing untuk mendukung kegiatan Perencanaan dan Pengelolaan Hutan di Luar Kawasan Hutan di Kalimantan. Hal tersebut tertuang dalam Commitment Letter for the Project Strengthening Forest Area Planning and Management in Kalimantan (Rencana Co-Financing tahun 2022-2023 sebagaimana terlampir).

Demikian disampaikan, atas perhatiannya kami ucapkan terima kasih

Direktur,
 Salibahu, National Project Director
 Kalimantan Forest Project

Dr. R. A. Belinda A Margono, M.Sc
 NIP. 19681101 199303 2 003

Tembusan Yth.
 1. Direktur Jenderal Planologi Kehutanan dan Tata Lingkungan (sebagai laporan)
 2. National Project Manager, Kalimantan Forest Project

Realisasi Anggaran APBN 2022 dan PAGU 2023 KEMENTERIAN LINGKUNGAN HIDUP DAN KEHUTANAN terkait REALISASI ANGGARAN UNTUK Penguatan Perencanaan Pengelolaan Hutan di Kalimantan

No.	SATUAN KERJA	REALISASI ANGGARAN TERKAIT Penguatan Perencanaan Pengelolaan Hutan di Kalimantan			TOTAL
		2021	2022	s.d Juli 2023	
	DIREKTORAT JENDERAL PKTL	124.294.483.703	229.680.527.000	124.594.702.639	478.569.713.342
	A. BALAI PEMANTAPAN KAWASAN HUTAN	19.567.668.204	102.293.333.000	49.844.008.433	171.705.009.637
1	BPKH WILAYAH III PONTIANAK	4.626.376.952	21.916.908.000	7.413.682.690	33.956.967.642
2	BPKH WILAYAH IV SAMARINDA	5.965.873.638	25.150.464.000	9.184.004.685	40.300.342.323
3	BPKH WILAYAH V BANJARBARU	5.540.624.005	34.226.312.000	10.505.349.597	50.272.285.602
4	BPKH WILAYAH XXI PALANGKARAYA	3.434.793.609	20.999.649.000	22.740.971.461	47.175.414.070
	B. PUSAT	104.726.815.499	127.387.194.000	74.750.694.206	306.864.703.705
1	SETDITJEN PKTL	67.404.167.432	88.060.340.000	51.641.966.123	207.106.473.555
2	DIREKTORAT RPP	10.791.924.184	8.616.357.000	6.551.528.603	25.959.809.787
3	DIREKTORAT PPKH	10.565.839.667	14.831.633.000	7.449.346.339	32.846.819.006
4	DIREKTORAT IPSDH	4.851.174.919	6.821.946.000	2.850.523.586	14.523.644.505
5	DIREKTORAT PDLKWS	11.113.709.297	9.056.918.000	6.257.329.555	26.427.956.852

Kepala Subdirektorat Jaringan Informasi Geospasial LHK

Doni Nugroho, S.Hut, M.T, M.P.P
 NIP. 19800125 200501 1 008

ANNEX L: AUDIT TRAIL OF COMMENTS

Provided in a separate file.

ANNEX M: PROJECT SCORECARD(S) AND TRACKING TOOLS



GEF8_Core_Indicator_Reporting - KalFor per 29112024 (1)

https://www.dropbox.com/scl/fi/7uyu5vb2255f82lf7hf9z/GEF8_Core_Indicator_Reporting-KalFor-per-29112024-1.xlsx?rlkey=2incotfjfkfyk69b46sm83qhn&st=gk0pfe1d&dl=0

ANNEX N: SIGNED TE REPORT CLEARANCE FORM

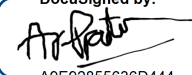
Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared

By:

Commissioning Unit (M&E Focal Point)

Name: Ari Pratama

Signature: _____

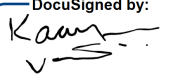
DocuSigned by:

A9E92855636D444

Date: 12-Dec-2024

Regional Technical Advisor (Nature, Climate and Energy)

Name: Kaavya Varma

Signature: _____


DocuSigned by:

0A8FD60000A640B...

Date: 12-Dec-2024

Deputy Resident Representative

Name: Sujala Pant

Signature: _____

DocuSigned by:

04486D0E3AB0435...

Date: 13-Dec-2024