

MANAGEMENT RESPONSE

UNDP Management Response
Terminal Evaluation of Strengthening Forest Area Planning (KALFOR) Project

Date: 27 December 2024

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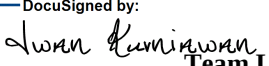
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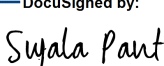
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Management Performance Oversight

UNDP Management Response Template
KALFOR Strengthening Forest Area Planning Terminal Evaluation
Date: 17/12/2024

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Overall comments: The recommendations are for PMU, UNDP CO, MoEF, NGOs and local governments in the project sites. Three recommendations are fully accepted, and three others are partially accepted.

Evaluation Recommendation 1:
For, MoF, PMU, Local Gov, CSOs: 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.

Management Response¹: Fully Accept
Through BIKAL (Kutai Timur) and YAYORIN (Kotawaringin Barat), efforts have successfully integrated the understanding of the importance of protecting forested areas outside the Forest Area (APL) into village-level development planning. This is evidenced by the inclusion of forest protection plans in APL, formalized through Village Regulations and incorporated into the RPJMDes (Village Medium-term Development Plan). Additionally, KalFor has facilitated CSOs in Kutai Timur to establish partnerships with other projects and institutions, enabling continued support for their activities.
At the regional level, governance related to APL has been embedded into the KLHS RPJPD and RPJMD Regency documents. At the site level, CSO Assistants such as the OWT Foundation, Tropenbos Indonesia Foundation, and YNKI have supported villages in aligning their planning processes while strengthening

¹ Select one: Fully Accept, Partially Accept, Reject

natural resource management groups to ensure sustainable planning and management. Meanwhile, the Joint Secretariat (Sekber) plays a crucial role in advancing district-level activities through collaboration with various stakeholders. KalFor has facilitated regulations prepared by multistakeholder consisting of the government, academics, NGOs, private, and the community. So, even if the leadership of the institution changes, the stakeholders who have committed to protecting the forests in APL will keep the regulations enforceable. The economic valuation study results have been submitted to the district government, with the aim that they will inform the discussion, updating, and revision of spatial plans, as well as other planning stages for district activities. Communication regarding the project closure has been conducted at the provincial, district, and village levels, including the preparation of the exit strategy document. KalFor facilitated a meeting with relevant stakeholders—provincial, district, and village governments, along with CSOs and other institutions—to ensure the sustainability of similar activities. The project closure and handover of results are planned, with the submission of the Ministry's documents, and the Village Community Government has been invited to participate.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking ²	
			Status ³	Comments
Document and Share Lesson Learned from the project	Q4 2024	PMU, CSOs	Completed	Lesson Learned between CSO and Local Government conducted to sustain the transfer of activities post project https://drive.google.com/drive/folders/1PQzCEpNq3P76NIZKc530qcLmmP7wpZI?usp=drive_link
Preparing an Exit Strategy for the continuation of activities	Q4 2024	PMU, Local Gov	Completed	PMU has developed and shared the Exit Strategy https://drive.google.com/file/d/1vRYEHkRBfJc1JXzpPtsrH9tA52BLqC4g/view?usp=drive_link
Distributing study results and KalFor documents to each province and district	Q4 2024	PMU, Local Gov	Completed	Hand Over Document in Three Province and Four District
Evaluation Recommendation 2: <u>For, MoF, PMU, Local Gov., CSOs:</u> 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.				
Management Response: Partially Accept This recommendation has been implemented by KalFor throughout 2024 and more appropriately addressed to Local Gov.				

² Status of implementation is tracked electronically in the Evaluation Resource Centre (ERC).

³ Select one: Not initiated, Initiated, Completed, No longer applicable

The economic valuation and business model of remaining forests within APL (Areas for Other Land Use) can be accessed through the e-library, which also encourages other parties, such as the government and CSOs, to replicate similar activities in other areas, while the e-library remains available to the public, containing all KalFor activity results under the Ministry of Environment and Forestry, even after the project's conclusion.

E-Library Link: <https://ipsdh.menlhk.go.id/elibrary>

Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
Ensure ecotourism concept is sustained and monitor in Lada Mandala Jaya Village	Q4 2024	Local Gov	Completed	Lada Mandala Jaya village has implemented the real business ecotourism concept and increase the income of community meanwhile the <i>Embung</i> can provide the water for community in dry season. Initiated by PMU since 2020 then continue by Local Gov in 2024 (https://drive.google.com/file/d/1Ukoqb72FAxzBI3hY0kKpC58L2iEoH8L7/view?usp=drive_link , https://drive.google.com/file/d/1eP4mUdfrsrOxATHwbCwAeiENqV4raF6Z/view?usp=drive_link)
Preparing KalFor-assisted villages to become proklam villages	Q2 2025	Local Gov	Initiated	Sinar Kuri Village prepares to become a Proklam Village

Evaluation Recommendation 3:
For, MoF, PMU, Local Gov, CSOs: 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.

Management Response: Partially Accept
This recommendation is more appropriately addressed to Local Gov.
KalFor has facilitated Academic Papers and draft regulations related to incentive mechanisms in Kutai Timur and Ketapang and Sintang District. In the Exit Strategy document, the Local Gov will further examine the possibility of operationalizing the incentive mechanism.
The EFT (Environment and Forestry-Based District Budget Allocation - PAKLIK) initiative in Kobar has become a pioneer for EFT implementation in Central Kalimantan. To further enhance this mechanism, other potential budget sources and incentive mechanisms will be identified, led by DLH Kotawaringin Barat. Several strategies can be explored, including encouraging private sector companies to contribute to the EFT mechanism as part of their Corporate Social Responsibility (CSR) initiatives, establishing joint ventures between government bodies, private organizations, and NGOs to fund ecological projects in targeted areas through cross-sectoral collaboration, and most importantly, sharing best practices from successful EFT implementations in other regions.

Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments

Environment Office of Kotawaringin Barat implementation the EFT regulation	Q4 2024	Local Gov	Completed	Environment Office of Kotawaringin Barat the EFT regulation fully implemented https://drive.google.com/file/d/1CJK4E8poB8leuLm_XH_wzWq019l0iosU/view?usp=drive_link
Forestry Office of Central Kalimantan propose to submit EFT regulation	Q4 2024	Local Gov	Completed	Central Kalimantan have draft of Providing ecological-based incentives to district/city governments, The Central Kalimantan government is working to have it ratified as a gubernatorial regulation. https://drive.google.com/file/d/1-7A4hPTxcwUNRpX4h4OgOGsyTfAh7qr/view?usp=drive_link On 6 December 2024, the PMU and the Forestry Office met in Palangkaraya, and the outcome was that the Forestry Office confirmed the regulation is being implemented as it has become their obligation. https://docs.google.com/document/d/18_5XyiUNnWyS_OpFngKLevsL0Gj3huHv4/edit?usp=drive_link&oid=102960921796965349709&rtpof=true&sd=true
Regional Planning Agency of Sintang District implementation the EFT	Q4 2024	Local Gov	Completed	Sintang have to implement the EFT mechanism using profit sharing funds from palm oil, villages that manage forests in APL in the form of Rimba/Gupung will receive incentives from the distribution of the percentage of profit-sharing funds palm oil in Sintang district, the proportion incentive mechanism 80% for infrastructure and 20% for environment. The implementation did not use a regional regulation (Pergub) because it was directly included in the Regional Budget (APBD). https://drive.google.com/file/d/1YLStdGnnrcjgQ5_0fYRCRDM3ToC00xr/view?usp=drive_link
Evaluation Recommendation 4: <u>For, MoF, PMU, Local Gov, CSOs:</u> 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				
Management Response: Partially Accept This recommendation is more appropriately addressed to UNDP. Regional Facilitator and focal point model will be replicated for the future project by UNDP country office.				

Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
Development of Project Management Unit SOP	Q4 2024 – Q4 2025	UNDP	Initiated	UNDP has been implemented the new model of PMU especially for the full NIM Project (i.e. CONSERVE, In-Flores Projects).
Evaluation Recommendation 5: <u>For, MoF, PMU, Local Gov, CSOs:</u> 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				
Management Response: Fully Accept Based on GEF secretariate invitation, The PMU KalFor has shared providing learning to the FOLUR Project, the LIKE Project in and INFLORES. The three projects are new projects at UNDP. A specialized Project Management training program is designed for Regional Facilitators, conducted as part of the recruitment process to prepare them before deployment or field assignments. The Executing Agency of a project is determined based on the substance of the activity, so that automatically the National Project Director is the second echelon who leads the Executing Agency. Strong support from local government, capable NGOs, and community awareness is crucial to address pressures on non-state forest areas (APL). The selection of partners at the regional level (Province and District) heavily relies on the Local Gov; however, a tailored approach is essential to ensure the appointment of the right partner or agency. This ensures alignment with the program's issues and the authority required. Additionally, the selection of PIC (Person in Charge) or Focal Point (FP) should meet minimum echelon requirements within relevant services or fields identified as key to the program's implementation. To support the activities, a backup person is assigned, and a PIC is designated for each specific issue. The MoM (Minutes of Meeting) serves as a guide for discussions on local regulations and governor regulations related to urban forests. In cases of Focal Point changes, a new appointment letter must be issued				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
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PMU shares project success lessons learned with other project PMUs	Q3 – Q4 2024	PMU	Completed	Presentation PMU to INFLORES and FOLUR Project, also to LAKES Workshop
KalFor shares successful exit strategy experiences with other PMUs, Governments, or CSOs	Q4 2024	PMU	Completed	KalFor created a kind of book that contains tips that KalFor uses in managing projects (project management). https://drive.google.com/file/d/18sWUDo1cv_HElY3jFiu_C5DzS45lgkwrY/view?usp=sharing
Introduction of company culture to new PMUs	Q1 – Q4 2024	UNDP	Completed	UNDP have been conducting Management Training for the future Projects' PMUs
Build capacity to comprehend the Project Document	Q2 2025	Government	Initiated	NPD Project should have the capacity to understand the Project Document

Select PMU with demonstrated project implementation capacity	Q2 2025	UNDP, Government	Initiated	IP and UNDP have been selecting the PMU who has the capacity and quality to implement the project.
Appoint Focal Points with appropriate echelon levels and relevant positions	Q1 2025	Local Gov	Not Initiated	Local Government should select the Focal Point minimum is Echelon 3 in Province and functional staff in District. And the position is related to the project outcome.
Evaluation Recommendation 6: For UNDP: Future PMUs should adopt a “two-in-a-box” model for each role to ensure business continuity				
Management Response: Fully Accept KalFor has implemented the "two-in-a-box" model, where each responsibility is understood and managed by at least two individuals. This approach ensures continuity, so if one person is unable to complete their tasks, there is a prepared backup ready to step in and prevent any disruption in the workflow.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
Introduce two in a box concept to PMU	Q1 2025	UNDP	Not Initiated	UNDP will conduct training for new PMU to implement the “two in a box” model for each position in PMU, and also PIU/ Regional Team

(Add tables, as needed)