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Enhancing the Protected Area System in Sulawesi for Biodiversity Conservation (E-PASS)

GEF ID: 4867
Project ID: 00088096
PIMS: 4392

GEF Agency: United Nations Development Programme
Executing Agency (Implementing Partner): Ministry of Environment and Forestry, Republic of Indonesia
Focal Area: Biodiversity (GEF-5)

Terminal Evaluation Report

December, 2020

Dr. Arun Rijal (Independent International Consultant)
Mr. Achmad Solikhin (Independent National Consultant)



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Project Period 2015-2020

Evaluation Team

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Terminal Evaluation Report
December 30, 2020

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The views expressed in this report are intended to offer an overview of, and some of the lessons learned from this Project as it comes to its conclusion. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

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30th December 2020

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Acronyms and Terms

APBN	<i>Anggaran Pendapatan dan Belanja Negara Indonesia</i> (Indonesia's State Revenue and Expenditure Budget)
APBD	<i>Anggaran Pendapatan dan Belanja Daerah</i> (Regional Revenues and Expenditures Budget)
AWP	<i>Annual Work Plan</i>
BAPPENAS	<i>Badan Perencanaan dan Pembangunan Nasional</i> (National Development Planning Agency)
BIOFIN	Biodiversity Finance Initiative
BIS	Biodiversity Information System
BKSDA	<i>Balai Konservasi Sumber Daya Alam</i> (Natural Resources Conservation Center)
BNI	<i>Bank Negara Indonesia</i>
BNWNP	Bogani-Nani Wartabone National Park
BPK	<i>Badan Pemeriksa Keuangan</i> (Audit Board)
BPKP	<i>Badan Pengawasan Keuangan dan Pembangunan</i> (Financial and Development Supervisory Agency)
CA	Conservation Area
CBD	Convention on Biological Diversity
CCA	Community Conservation Agreement
CD	Capacity Development
CFMU	Conservation Forest Management Unit
CFU	Conservation Forest Unit
COVID-19	Coronavirus disease of 2019
COSS	Country Office Cost Recovery
CPAP	Country Program Action Plan
DCT	Direct Cash Transfer
DG	Directorate General
DIPA	<i>Daftar Isian Penggunaan Anggaran</i> (Budget Usage Entry List)
DNA	Deoxyribonucleic Acid
EHI	Ecosystem Health Index
E-PASS	Enhancing the Protected Area System in Sulawesi for Biodiversity Conservation
FCU	Field Coordinating Unit
FMKH	<i>Forum Masyarakat Konservasi Hutan</i> (Forest Conservation Community Forum)
FGD	Focus Discussion Group
FP3	Forest Programme III
FPIC	Free, Prior and Informed Consent
GAKKUM	<i>Direktorat Jenderal Penegakan Hukum</i> (Directorate General of Law Enforcement)
GEF	Global Environment Facility
GIS	Geographic Information System
GoI	Government of Indonesia
Ha	Hectare
HLN	<i>Hibah Luar Negeri</i> (Foreign Grant)
IBSAP	Indonesian Biodiversity Strategy and Action Plan
ICRAF	World Agroforestry
INGO	International Non-governmental Organisation
IT	Internet Technology

JAPESDA	<i>Jaringan Advokasi Pengelolaan Sumberdaya Alam</i> (Natural Resource Management Advocacy Network)
KLHK	<i>Kementerian Lingkungan Hidup dan Kehutanan</i> (Ministry of Environment and Forestry)
KKH	<i>Konservasi dan Keanekaragaman Hayati</i> (Conservation and Natural Resources)
KKM	<i>Kesepakatan Konservasi Masyarakat</i> (Community Conservation Agreement)
KPHK	<i>Kesatuan Pengelolaan Hutan Konservasi</i> (Conservation Forest Management Unit)
KPA	<i>Kawasan Pelestarian Alam</i> (Nature Conservation Area)
KPA	<i>Komunitas Pecinta Alam</i> (Nature Lovers)
KPS	Kelompok Peduli Sungai (River Care Group)
KRISNA	<i>Kolaborasi Perencanaan dan Informasi Kinerja Anggaran</i> (Collaboration Planning and Budget Performance Information)
KSA	<i>Kawasan Suaka Alam</i> (Nature Reserve Area)
KSDA	<i>Konservasi Sumber Daya Alam</i> (Natural Resources Conservation)
KSDAE	<i>Konservasi Sumber Daya Alam dan Ekosistem</i> (Natural Resources and Ecosystem Conservation)
LLNP	Lore Lindu National Park
LKK	<i>Lembaga Konservasi Kecamatan</i> (Sub-district Conservation Body)
LPKD	<i>Lembaga Pengelolaan Konservasi Desa</i> (Village Conservation Management Board)
M&E	Monitoring and Evaluation
Menlhk	<i>Menteri Lingkungan Hidup dan Kehutanan</i> (Minister of Environment and Forestry)
METT	Management Effectiveness Tracking Tool
MoEF	Ministry of Environment and Forestry
MRV	Monitoring Review Verification
MoU	Memorandum of Understanding
MTR	Mid-term Review
NGO	Non-Government Organisation
NIM	National Implementation Model
NPD	National Project Director
NR	Nature Reserve
NTFP	Non-timber Forest Products
PA	Protected Areas
PB	Project Board
PHKA	<i>Perlindungan Hutan dan Konservasi Alam</i> (Forest Protection and Nature Conservation)
PAR	Project Assurance Report
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
PNBP	<i>Pendapatan Negara Bukan Pajak</i> (Non-Tax State Revenue)
ProDoc	Project Document
RBM	Resort Base Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RKAKL	<i>Rencana Kerja dan Anggaran Kementerian dan Lembaga</i> (Ministry and Institution Work Plan and Budget)
RM	<i>Rupiah Murni</i> (Domestic Revenue)

RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional</i> (Medium-Term National Development Plan)
RPJMD	<i>Rencana Pembangunan Jangka Menengah Daerah</i> (Sub-National Medium-Term Development Plan)
RPTN	<i>Rencana Pengelolaan Taman Nasional</i> (National Park Management Plan)
RTA	Regional Technical Advisor
SBSN	<i>Surat Berharga Syariah Negara</i> (Government Islamic Securities)
SBU	<i>Standard Biaya Umum</i> (Standard for General Cost)
Setjen	<i>Sekretariat Jenderal</i> (Secretariat General)
SK	<i>Surat Keputusan</i> (Decree)
SMART	Systemic Monitoring and Reporting Tools
SOP	Standard Operating Procedure
SPAN	<i>Sistem Perbendaharaan dan Anggaran Negara</i> (State Treasury and Budget System)
SRAK	<i>Strategi dan Rencana Aksi</i> (Strategy and Action Plan)
UPT	<i>Unit Pelaksana Teknis</i> (Technical Implementation Unit)
TB	<i>Taman Buru</i> (Hunting Park)
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
TEEB	The Economics of Ecosystems and Biodiversity
THR	<i>Taman Hutan Raya</i> (Grand Forest Park)
TN	<i>Taman Nasional</i> (National Park)
TNLL	<i>Taman Nasaonal Lore Lindu</i>
ToR	Terms of Reference
TWA	<i>Taman Wisata Alam</i> (Nature Tourism Park)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNDP HQ	UNDP Head Quarters
UNSRAT	University of Sam Ratulangi
URL	Uniform Resource Locator
YSYI	Yayasan Selamatkan Yaki Indonesia
WCS	Wildlife Conservation Society
WCU	Wildlife Crime Unit

Currency of Indonesia is the Indonesian Rupiah (IDR). At the time of the final evaluation, US\$ 1 = IDR14,122

1. Executive Summary

1. This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: “Enhancing the Protected Area System in Sulawesi for Biodiversity Conservation”, and will be referred to as the “Project” in the scope of this report. The International Consultant will interview stakeholders by virtual means and only National consultant make field mission. However, the TE mission was not possible due to COVID-19 pandemic. Extensive consultations with the project partners were conducted prior and following the site visits by national consultant and virtual interviews to ensure a good understanding of the project’s results; leading to the submission of the TE report on the date of this report.

Project Summary Table

Project Details		Project Milestones	
Project Title:	Enhancing the Protected Area System in Sulawesi For Biodiversity Conservation (E-PASS) Project, Indonesia	PIF Approval Date:	30.03.2012
UNDP Project ID (PIMS#):	4392	CEO Endorsement Date (FSP)/ Approval Date (MSP):	23.01.2014
GEF ID:	4867	ProDoc Signature Date:	12.03.2015
UNDP Atlas Business Unit, Award ID, Project ID:	00077733	Date Project Management hired:	
Country/Countries:	Indonesia	Inception Workshop Date:	20.11.2015
Region:	Asia and Pacific	Mid-Term Review Completion Date:	18.12.2018
Focal Area:	Biodiversity	Terminal Evaluation Completion Date:	20.02.2021
GEF Operational Programme or Strategic Priorities/Objectives:	GEF Biodiversity Objective 1 Focal area Outcome 1.1 and Outcome 1.2	Planned Operation Closure Date:	31.12.2020
Trust Fund:	-		
Implementing Partner (GEF Executing Entity):	UNDP (implementing) & Ministry of Environment and Forestry of Indonesia (Executing agency)		
NGOs/CBOs involvement:	i) Yayasan Sela matkan Yaki; ii) World Conservation Society		
Private sector involvement:	None.		
Geospatial coordinates of project sites:	18° 00” – 13° 00”N 119 90’ 00” – 120 16’ 00”E		
Financial Information			
PDF/PPG	At approval (US\$M)	At PDF/PPG completion (US\$M)	
GEF PDF/PPG grants for project preparation	0.1	0.1	
Co-financing for project preparation	-	-	
Project	At CEO Endorsement (US\$M)	At TE (US\$M)	
1. UNDP contribution	0.2	0.026,545	
2. Government	41.5	43.114,532	

3. Other multi-/bi-laterals	-	-
4. Private Sector:	-	-
5. NGOs:	0.2	0.040,48
6.Total co-faincing (1+2+3+4+5)	41.9	43.42062
7. Total GEF funding:	6.265	6.33,927
8. Total Project funding:	50.165	49.315,484

Brief Description of Project

2. Indonesia is a country in South East Asia and is the world's 14th-largest country by land area, at 1,904,569km² and it is the world's 4th most populous country with over 267 million people. Sulawesi (17.46million ha) is the world's 11th largest island with highest peak of 3,478metres. It is the 4th largest and 3rd most populated island in Indonesia with approximately 15million. As a result, it supports a remarkable, globally significant diversity of terrestrial flora and fauna, as well as extremely rich coastal and marine life. It is habitat of variety of sea turtle species, dugongs and six of the world's giant clam species. Sulawesi's biodiversity which also includes some endemic species is seriously threatened and degrading very fast. Between 1980 and 2008, some 3.5million ha of forest were lost, which is roughly loss of 30% forest area. Smallholder agriculture are the ones who encroach often into the Protected Areas. The resulted fragmentation of the remaining habitat also undermines both biodiversity and the provision of ecosystem services. Weak systemic and institutional capacities for PA management, inadequate PA system financial sustainability, and persisting threats and incomplete systems for collaborative management in PAs and buffer zones are barriers to conserve the island's biodiversity.

3. The objective of GEF project "Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation" is to strengthen the effectiveness and financial sustainability of Sulawesi's PA system to respond to existing threats to globally significant biodiversity. With the GEF support, interventions at the level of Sulawesi's terrestrial PA system and project expected to achieve these through 3major components: i) enhance the systematic and institutional capacity for planning and management of the Sulawesi PA system; ii) increase the financial sustainability of the Sulawesi PA systems; iii) reduce threats and strengthen collaborative governance in target PAs and buffer zones.

4. The Project Document was approved jointly by Government of Indonesia, GEF and UNDP on 12 March 2015 for the duration of four years. The Project was executed by the Government of Indonesia's Ministry of Environment and Forestry through Project Management Unit (PMU) with support from UNDP Country Office (UNDP CO) in close coordination with various other institutions and local communities. According to the EPASS Standard of Procedure (2019), UNDP played roles of a project assurance and a senior supplier. UNDP supported the Project Board with information on the progress of the activities and project management. The Project has been executed in accordance with the standard rules and procedures of the UNDP NIM Modality.

5. **KEY SUCCESSES** The project extended RBM activities in various parts of the protected areas of Sulawesi. It conducted trainings to enhance capacity for smooth implementation of Resort-Based Management (RBM), effective anti-poaching, biodiversity monitoring and inclusion of lowland forest under conservation management. The RBM was implemented in 11 resorts of BNWNP, 2 reports of Tangkoko Batuangas NR, and 3 resorts of LLNP. It established knowledge sharing platforms on biodiversity (<https://epassbis.org/>). It supported local government to issue local government regulation on wild flora and fauna protection. The project also contributed in establishing task force for combating illegal trade of wildlife and timber. Another major success of this project is establishment of Gandang Dewata

National Park in West Sulawesi (214,186ha) which is legalised by the MoEF Decree No. SK.773/Menlhk/Setjen/PLA.2/10/2016. Through the enterprise grants it contributed to strengthen local economy with priority to women. It also contributed in mainstreaming UNDP priorities through awareness generation of communities, poverty alleviation, improved PA governance, disaster prevention and climate change adaptation and mitigation. The project also developed models for financial sustainability of the PA management which contributed in improving financial sustainability score for sub-system of Sulawesi's PAs, increased annual budget allocation for PAs and established sustainable financial mechanism.

6. KEY PROBLEM AREAS Sulawesi's biodiversity has always remained severely threatened and fast degrading due to a number of anthropogenic threats. Protection and management of existing PAs was not adequate to prevent extensive encroachment and damage within PA boundaries, whilst natural areas beyond PA boundaries have been even more rapidly degrading as a result of logging, conversion, mining, fire and hunting. The rapid growing population and poverty has further increase pressure to these natural systems. The increased agriculture practices and encroachment has led to fragmentation and degradation of natural areas and the isolation of PAs within landscapes. Besides, wildlife trade has also imposed serious threat to protection of wildlife as more than 95% animals sold in the markets are caught from nature. Similarly, invasive alien species is another threat to the forest biodiversity of Indonesia. Pollution and habitat destruction from mining has also posed threat to the biodiversity and ecosystem health. Besides, encroachment such mining activities are also polluting water and siltation in water bodies. The PA management was weak to technically as well as financially to address these issues. Hence the EPASS project was designed to enhance technical capacity to improve monitoring for addressing threats, develop knowledge base for evidence based planning, generate awareness among local communities to bring their support in conservation of biodiversity and habitat protection, provide economic incentives for dual benefit of attracting them in conservation and at the same time improve their economy to reduce dependency on forest and biodiversity. The project also had programs to arrange sustainable financing to support PA management.

Rating Table

As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table is provided below:

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory (5)
M&E Plan Implementation	Satisfactory (5)
Overall quality of M&E	Satisfactory (5)
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP supervision/backstopping	Satisfactory (5)
Quality of Execution by Executing agency	Satisfactory (5)
Overall quality of Implementation / Execution	Satisfactory (5)
3. Assessment of Outcomes	Rating
Relevance	Moderately Satisfactory (4)

Effectiveness	Moderately Satisfactory (4)
Efficiency	Moderately Satisfactory (4)
Overall Project Outcome Rating	Moderately Satisfactory (4)
4. Sustainability	Rating
Financial sustainability	Likely (4)
Socio-economic sustainability	Likely (4)
Institutional framework and governance sustainability	Likely (4)
Environmental sustainability	Likely (4)
Overall Likelihood of Sustainability	Likely (4)

Note: Justification of rating is given in Annex VIII.

Main conclusions, recommendations and lessons learned

7. **Conclusion** The project was able to accomplish several activities and the remaining ones have been initiated and will contribute towards meeting the targets with follow up and support from the implementing and executing agencies. To address the PA related problems, the project intervened in three areas: review and improvement of policies, awareness generation, capacity enhancement of protected areas personnel and communities. The policy development approaches included revision of policies and plans to update them and also to support RBM approaches. Similarly, policy was developed to support economic sustainability of PAs. The project contributed to revise management plans with updated information and programs to address threats through participatory approaches. To encourage evidence-based planning, the project conducted studies and generated knowledge on biodiversity, key habitats and status and trend of poaching and deforestation. With the information, a database is developed with access to planning personnel from national and local governments. Without addressing livelihoods of the people, it is not possible to address threats to biodiversity and forest because poverty is one of the root causes. Hence, the project provisioned micro-grant program (with priority to women) to support local economy and encourage people to contribute in conservation. This also helped to develop local stewardship for the conservation of biodiversity of the Sulawesi. Similarly, to reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry and UNDP and also networking with like-minded institutions within the country was facilitated by the project. Awareness generation, formation of community groups to support biodiversity conservation, adaptation activities (through migro-grant), mitigation activities like afforestation which contribute to prevent disasters and improved PA governance also helped to mainstream UNDP priorities.

8. The E-PASS Project was designed with provision for appropriate management arrangements but due to delay in recruitment of staffs in the beginning of the project, delay in transfer of fund to site level and COVID-19 pandemic towards the end of the project, some of the activities were affected and some of the activities were not completed or even not initiated yet. Despite delay in the initial year and also delay in disbursement of money, the project team has managed to deliver a series of interventions that have reduced the threats to forest and biodiversity to a certain level. This has partly been achieved through generation of

awareness from local to the national level, mainstreaming biodiversity conservation in planning and funding, enhancing monitoring and management capacity, encouraging communities in conservation and developing suitable policies to support conservation efforts. The project also contributed to establish new protected areas and buffer zones and also extended area of PAs.

To make the outcomes and interventions sustainable, the project formed community groups (CCA), trained them in various technologies and also developed models for sustainable financing. The community members were made aware of the benefits of conserving forest and biodiversity for economic development and environment protection. The project tested participatory management of protected areas for long term sustainability of protected area management. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other areas of Indonesia.

8. Recommendations

Rec.No.	TE Recommendation	Entity Responsible	Time frame
1	The risk related to biodiversity in Sulawesi is anthropogenic so it is important to have strong awareness programs to change attitude and actions of the local communities. The EPASS Project had conducted awareness programs for students and for communities. But it was able to cover only a small population. Hence it is recommended to conduct more awareness programs to cover large population from the buffer zones of the three PAs.	MoEF & UNDP CO	Immediately
2	There are several activities that were incomplete (see results). It is recommended to follow up from both executing and implementing agencies to complete them.	PMU, MoEF and UNDP	Immediately
3	More alternatives for livelihoods including alternative energy need to be promoted for the communities whose economy is highly dependent on forest biodiversity. More women focused income generation and leadership building programs should be included in the future project design.	MoEF and UNDP	Future project design
4	In this project, it was observed that some of the research activities were overlapping. Hence it is suggested that future project should consider overlapping of research or any other activities. National Parks in the three PAs need to identify research topics as per their needs. Then coordinate with the universities or research institutes to conduct the research. The PA management should make sure that it will not approve research proposal that is already granted to another researcher.	UNDP and MoEF	Future project design

9. Lessons Learned

- *Community organisations lack scientific knowledge on importance of forest and biodiversity and also their relation to ecosystem and other environmental issues. The project support to enhance their knowledge and strengthen their capacity help to encourage them to contribute in biodiversity conservation and forest protection.*
- *Working directly through existing government structures brings dividends*
- *Designing a project linking various institutions from grassroots level institutions (NGO and CCA), government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*
- *Community participation in the project design, formulation of implementation modality, implementation and monitoring is very important and this was observed in this project,*

- *Local communities are aware of causes of deforestation and biodiversity loss, considering alternatives for betterment of livelihood through micro-grants and other activities will generate their cooperation for effectively addressing threat to forest and biodiversity.*
- *Constant contacts with communities are vital to community-based forest and biodiversity protection projects.*
- *Implementation by the institution with long experience and capacity makes program technically sound.*

2. Introduction

2.1 Purpose of the Evaluation

10. The Terminal Evaluation (TE) focuses on:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future UNDP activities.
- To analyse sustainability of the results of the project.
- To provide feedback on issues that are recurrent across the UNDP portfolio (Environment & Energy unit) and need attention and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

2.2 Scope & Methodology

11. The TE was conducted over a period of 35 days between 18th November 2020 and 27th January 2021 by one international and one national consultant. The scope was determined by the terms of reference ([Annex I](#)) which were closely followed. Full details of the objectives of the TE can be found in the ToR, but the evaluation has concentrated on assessing the concept and design of the project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, the likely sustainability of its results, and the involvement of stakeholders. The text has been revised to correct factual inaccuracies in the draft or to include additional information. All comments were addressed to ensure a fair hearing to all parties and responses to comments are listed in Audit Trail ([Annex XII](#)).

12. The evaluation was conducted following participatory approach to provide it with sufficient evidence upon which to base conclusions:

Wherever possible the TE Consultants have tried to evaluate issues according to the criteria listed in the “Guidance for conducting Terminal Evaluation of *UNDP-supported, GEF-financed Projects 2020*”, namely:

- **Relevance** – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.
- **Effectiveness** – the extent to which an objective has been achieved or how likely it is to be achieved.
- **Efficiency** – the extent to which results have been delivered with the least costly resources possible.
- **Results** – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.
- **Sustainability** – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

13. The original result framework in the Project Document was reviewed during inception workshop in November 2015 but no change was made. This result framework, comprising Three Components and ten Outputs, has been used throughout as the basis for this evaluation (see [Annex VI](#)), and the TE has evaluated the project’s performance against these according to the current evaluation criteria provided to it by the UNDP.

This is reproduced in Annex XI for clarity. The project results were measured against achievement of indicators guided by evaluation questions (Annex IV).

14. In addition, other scales have been used to cover sustainability (Annex –VII-ii), monitoring and evaluation, and to assess impacts. The Review of Outcomes to Impacts (ROtI) method also requires ratings to be made for outcomes achieved by the project and the progress made towards the ‘intermediate states’ at the time of the evaluation. The rating scale is given in Annex VII- iii while Annex VII-iv shows how the two letter ratings for “achievement of outcomes” and “progress towards intermediate states” translate into ratings for the “overall likelihood of impact achievement” on a six-point scale. A rating is given a ‘+’ notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale. Comments/suggestions from reviewers are addressed and changes made are mentioned in the Audit Trail in Annex XII.

The results of the evaluation were conveyed to UNDP and other stakeholders ([Annex II](#)). **Lessons learned** have been placed and further explained in page 58-59.

2.3 Data Collection & Analysis

15. The project document was reviewed to generate information on project design. Similarly, inception workshop report was analysed to see if any changes in outcome, outputs or activities indicators. The project work plans were evaluated to see the achievement or performance against planned works. The financial documents and spread sheets were analysed to study the expenses against the provisioned budget for each component. Information on accomplishment of activities and monitoring and feedback mechanisms were analysed from PIR and review of board decisions. Management and M&E budget provisioned in the project documents were compared with the actual expenses on these headings to see efficiency and cost effectiveness. The co-financing provisioned in the ProDoc (also in agreement documents) and actual co-financing available was compared to see if the committed amount or kind contribution was available to the project or not. The information generated from these various sources were confirmed through the interview (virtual) with the stakeholders. Due to corona pandemic, it was not possible to make field visits to have first hand information and further verification at the site level.

2.4 Ethics:

16. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) “Ethical Guidelines for Evaluations”. The assessments were independent, impartial and rigorous, and the evaluators maintained personal and professional integrity.

2.5 Constraints (Limitation)

17. Due to COVID-19 pandemic, it was not possible for the International Consultant to visit Indonesia to have first-hand information and observe sites. The interviews were conducted through virtual means. Due to weak internet signal in the site areas and language barrier, International Consultant was not able to interview directly with the community level beneficiaries. The international consultant interviewed only those who could speak in English (i.e. personnel from UNDP, Project Director, GEF focal points, few PMU staffs, NGO representative etc.) The interview with community level stakeholders and other officers (officers from province level offices) were done by the National Consultant. Since, due to COVID, mission was not possible, the annexes related to

field mission itinerary and summary of field visit were not included. All available documents for review are listed in annex III, but there are few that are listed in ToR but not available to TE consultants are not listed in the annex.

2.6 Structure of the Evaluation Report

18. The TE report is structured in line with UNDP's guidance and covers the following Sections:

- Project description and development context (this includes project design, its rationale and development context, the problems that project sought to address, the objectives, establishment of baseline, key stakeholders and expected results)
- Findings (Results of implementation and comparison with the targets asset)
 - Project Design / Formulation
 - Project Implementation
 - Project Results
- Conclusions, Recommendations & Lessons
- Annexes.

3. Project Description and Development Context

3.1 Project Start and Duration

19. The Project Document was signed on 12 March 2015 for the duration of five years. However, in the first year only few activities were initiated because project implementation was delayed due to change in government structure. The project activities were officially launched in December 2015 immediately after the Inception Workshop. The project was planned to end in April 2020. A Mid-term Evaluation was conducted between July-September 2018. Terminal evaluation was conducted between November 2020 and January 2021. The Project budget is US\$ 50,250,000 of which US\$ 6,265,000 is the GEF Grant and US\$20,000 is provided by the UNDP CO in Cash and US\$2,000,000 in kind. The remaining financing is expected from the Government of Indonesia US\$ 41,500,000 in kind and US\$200,000 in kind by NGO named Selamatkan YAKI.

The key timelines which were planned for project implementation are shown in the Table below.

Key timelines planned for project implementation.

Key project's milestones	Date
PIF Approval Date	30 March 2012
CEO Endorsement Date	23 January 2014
Agreement on Project Document	12 March 2015
Inception Workshop Date	20 November 2015
Planned Mid-term Review date	1 December 2018
Actual Mid-term Review Date	18 December 2018
Planned Terminal Evaluation Date	10 March 2020
Terminal Evaluation Date	18 Nov 2020-21 January 2021
Original Planned Closing Date	10 March 2020
Revised Closing Date	31 December 2020

3.2 Development Context

20. Sulawesi is very important from the biodiversity point of view. It includes large areas of tropical forest. In 2011, 11.58 million hectares were classified as forest based on Forestry Ministry Decrees. These forests are also important due to its high rates of endemism and species level biodiversity. The percentage of Sulawesi's endemic species is exceptionally high. As per TNC Eco regional assessment of 2008, only 30% of the island's forests remained in a good condition. Despite large-scale degradation, remaining forests of Sulawesi continue to provide a variety of valuable ecosystem goods and services.

21. Sulawesi's economy largely depends on small-scale agriculture and seafood/fishing. Income of the communities living around PAs is very low. Hence, communities living around PAs are partly dependent on the forest for their livelihoods. NTFPs, birds/animals, honey collection and handicrafts are alternative sources of local income. A recent study on communities' livelihood systems in forestry and agroforestry in South and Southeast Sulawesi, identified mixed-gardens, irrigated paddy field and horticulture as the most important land-based livelihood sources for women.

22. The Ministry of Forestry's Directorate General of Forest Protection and Nature Conservation is responsible for planning and implementation of policy related to forest protection and nature conservation including forest protection, forest fire control, protected area management, biodiversity conservation, nature recreation and environment. Each national park is managed by a national park management agency which reports directly to DG PHKA through Directorate for Conservation Area and Management of Protected Forests in Jakarta.

23. Law no. 5/1990, known as the National Resources Conservation and Ecosystem Law, was the first law put in place following independence of Indonesia for ecosystem and species conservation. The important aspect of the legal and policy context relates to the collaborative management of natural resources, including partnerships and other forms of co-operation between local communities and government. Policies also prohibited mining activities in the conservation forest areas. But the local government law has not given high priority to forestry. Hence, to empower legal enforcement at PAs, Ministry of forest has initiated Government Regulation No. 45/2004 on Forest Protection. This regulation provides forest rangers with a legal umbrella to protect PAs from encroachment, illegal logging, forest fire etc. Similarly regulation no. 36/2010 supports ecotourism at National Park, Grand Forest Parks and Nature Recreation Parks. The regulation no. 68/1998 encourages PA management with dual benefit of biodiversity and also improve livelihood of local communities.

24. E-PASS project was developed to address the threats of encroachment, fragmentation, poaching, forest fire, logging etc. including communities in the conservation. The project also provisioned economic development programs for the communities which encourage them in conservation.

3.3 Problems that the Project sought to Address

25. Sulawesi's is rich in biodiversity but the biodiversity of this island is seriously threatened as the habitat is degrading very fast. Deforestation and encroachment have resulted fragmentation of the remaining habitat. Weak systemic and institutional capacities for PA management, inadequate PA system financial sustainability, and persisting threats and incomplete systems for collaborative management in PAs and buffer zones are barriers to conserve the island's biodiversity. Protection and management of existing PAs was not adequate to prevent extensive encroachment and damage within PA boundaries, whilst natural areas beyond PA boundaries have been even more rapidly degrading as a result of logging, conversion, mining, fire and hunting. The rapid growing population and poverty has further increase pressure to these natural systems. Besides, wildlife trade has also imposed serious threat to protection of wildlife as more than 95% animals sold in the markets are caught from nature. Similarly, invasive alien species is another threat to the forest biodiversity of Indonesia. Pollution and habitat destruction from mining has also posed threat to the biodiversity and ecosystem health. Besides, encroachment such mining activities are also polluting water and siltation in water bodies.

3.4 Immediate and Development Objectives of the Project

26. To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity.

Goal: "The establishment of an effectively managed system of protected areas that is well integrated into its surrounding landscape contributing to sustainable, inclusive and equitable development in Sulawesi".

Objective: To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity.

Outcomes and Outputs: Project had three Outcomes and 10 outputs together. Outputs under each of the three outcomes are presented in section 3.5 (Expected Results, Page 5). To achieve these outputs several activities were identified and activities are described in "Achievement of Project Outcome and Output" (page 23).

3.5 Expected Results

27. The project aimed to achieve its objective through three outcomes generated by a total of 10 outputs.

Output level indicators were also developed for each of the output and are summarised as:

Outcome 1: Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system

Output 1.1: Capacity of the Ministry of Forestry strengthened to fully operationalise the "Resort-based management" system for implementation in the national, and particularly in Sulawesi's, PA system, including all categories of PA;

Output 1.2: An island-wide system for biodiversity, key species and habitat condition monitoring established with science-based survey mechanisms, protocols for monitoring, robust biodiversity indicators and with all necessary tools and capacity installed within the Directorate of Biodiversity Conservation and partner organisations;

Output 1.3: Intelligence-based poaching and wildlife trade surveillance system operationalized through establishment and operations of a Sulawesi-based unit; and

Output 1.4: Spatial arrangement of the Sulawesi PA system improved based on the terrestrial PA system consolidation plan (including corridors, area expansion and boundary rationalization) for Sulawesi and integration of the plan into the provincial land use plans

Outcome 2: Financial sustainability of the PA system

Output 2.1: An environmental economic case is made for increased investment in the PA system;

Output 2.2: Sulawesi island-wide PA System Financing Plan is developed, projecting the financial needs for PA management and expansion over the next 10 years and outlining the strategies for meeting these needs from both cost and revenue points of view;

Output 2.3: Diversified revenue generation mechanisms and other financing sources for PA management at national and regional levels

Outcome 3: Threat reduction and collaborative governance in the target PAs and buffer Zones

Output 3.1: Integrated land use plans, including PA alignment, developed and implemented in two districts;

Output 3.2: PA site operation is strengthened

Output 3.3: Joint PA/buffer zone governance and management structure

Table 1: Summary of expected global environmental benefits arising from the project

<p>Outcome 1: Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system</p>	<ul style="list-style-type: none"> • Regulation on RBM guidelines was developed to increase the effectiveness of resort-based PA management. • Training on RBM was conducted to increase the effectiveness of RBM implementation in the project sites. • Small scale grants assistance was provided to community groups that are member of the Community Conservation Agreement (CCA) as incentives and also to improve local economy for decreasing dependency on forest. • Improved island-wide mechanism for biodiversity monitoring and management of habitat condition. • Improved and operationalized intelligence-based poaching surveillance activities. • Trained Biodiversity Information System (BIS) operators to finalize the protocol of biodiversity operation database. The Project also developed a situation room for the Directorate of Biodiversity Conservation. • Designed spatial planning systems for the conservation area in Sulawesi and also prepared wild animal corridor in protected forest of Wian and Klabat Mountains. <p>These activities help to enhance institutional capacity for the conservation of biodiversity of global significances in Sulawesi.</p>
<p>Outcome 2: Financial sustainability of the PA system</p>	<ul style="list-style-type: none"> • A report on potential financial mechanism for conservation area management in Sulawesi is developed and policy recommendation for the investment plan is made. • Study conducted on financial needs for effective management and development. • The project supported the Ministry of PPN/Bappenas in promoting two new financial mechanisms for conservation and biodiversity programs by i) channelling fund from Surat Berharga Syariah Negerara (SBSN) for PA system, and 2) mainstreaming protected area issue into the national priority program. • Diversified revenue generation mechanisms and other financing sources for PA management. • Developed a national mechanism for monitoring, reporting and verification of services, and payment distribution mechanisms. <p>These activities help in making PA management and conservation of biodiversity of global significance in Sulawesi area financially sustainable.</p>
<p>Outcome 3: Threat reduction and collaborative governance in the target PAs and bufferZones</p>	<ul style="list-style-type: none"> • Management Plan of three PAs were reviewed in close consultation with the conservation authorities, communities from the buffer zones and provincial and local governments. • Standard operation procedure (SOP) for Maleo Nesting Ground Management in BNWNP was ratified by the Head of MNWNP. • Awareness generation activities were conducted to decrease encroachment and poaching. • NTFPs were planted in the traditional zones to reduce encroachment.

	<ul style="list-style-type: none"> • Local regulation on illegal wildlife trade was developed for the project PAs. • Reporting system for wildlife trade and consumption in the project site and the buffer zone was implemented. • Plantation in restored corridor areas were conducted. • Established village education centre for awareness generation regarding importance of wildlife and the value of healthy ecosystem. <p>These activities will help to reduce threat to forest and biodiversity of Sulawesi which are of global significance.</p>
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3.6 Main Stakeholders

28. Stakeholders to be involved in the project implementation were identified at the project formulation phase with clear roles and responsibilities. Stakeholders were identified based on their strength and relevancy to the project. Wide range of stakeholders including NGOs, INGOs, Community institutions, academic institutions and government agencies were involved at the project development exercise. The project development exercise was led by the Ministry of Environment and Forestry. Detail list of stakeholders is provided in Table 7 of the project document.

3.7 Theory of Change

29. To project goal is establishment of an effectively managed system of protected areas that is well integrated into its surrounding landscape contributing to sustainable, inclusive and equitable development in Sulawesi. The project believes that it could be achieved only by strengthening the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity. The project aimed to achieve this objective through three outcomes: i) Enhancing systemic and institutional capacity for planning and management of Sulawesi PA system; ii) Making PA system financially sustainable and iii) Reducing threats and promoting collaborative governance in the target PAs and buffer zones. The first outcome was planned to achieve through four outputs: i) through strengthening capacity of Ministry of Environment and Forestry to fully operationalise the "Resort-based management" for implementation of in the national and particularly Sulawesi's PAs; ii) An island-wide system for biodiversity, key species and habitat condition monitoring established with science-based survey mechanisms, protocols for monitoring, robust biodiversity indicators and with all necessary tools and capacity installed within the Directorate of Biodiversity Conservation and partner organisations; iii) Intelligence-based poaching and wildlife trade surveillance system operationalized through establishment and operations of a Sulawesi-based unit; and iv) Spatial arrangement of the Sulawesi PA system improved based on the terrestrial PA system consolidation plan (including corridors, area expansion and boundary rationalization) for Sulawesi and integration of the plan into the provincial land use plans

30. Similarly, the second outcome was planned to achieve through three outputs: i) making an environmental economic case for increased investment in the PA system; ii) developing Sulawesi island-wide PA System Financing Plan, projecting the financial needs for PA management and expansion over the next 10 years and outlining the strategies for meeting these needs from both cost and revenue points

of view; and iii) Diversifying revenue generation mechanisms and other financing sources for PA management at national and regional levels.

31. Likewise, the third outcome was planned to achieve through three outputs: i) develop and implement Integrated land use plans, including PA alignment and implemented in two districts; ii) strengthen PA site operation, and iii) Joint PA/buffer zone governance and management structure.

32. The project's achievements will develop local guardianship for the protection of biodiversity within and in the buffer zones of the PAs of the Sulawesi. This will safeguard future of the endemic and endangered species. The incentive programs will contribute to improve local economic situation which will improve livelihood of the surrounding communities and reduce dependency on forest resources. The PA management will also become financially self-reliant. Enhanced capacity of the institutions involved in conservation will improve management practice and also make planning and budgeting evidence-based. The arrangement of policies will create suitable legislative environment for the biodiversity conservation.

4. Findings

4.1 Project Design/Formulation

33. The project was designed to address the identified problem by strengthening management effectiveness and sustainable financing. It also aimed to make management inclusive and collaborative which will perform dual benefit of protecting biodiversity within the Protected Areas (PA) and at the same time also contribute in development of communities surrounding the PA in Sulawesi. The project intervention at Island-level to enhance the systemic and institutional capacity for planning and management of the Sulawesi PA system with increased financial sustainability and reduced threats and strengthened collaborative governance in the target PA and buffer zone. The project is a pilot attempt which is planned to scale up in other PAs of Indonesia.

34. The design of result framework was very clear with clear output milestones, activities for each output and SMART indicators to monitor implementation and achievements. The project was designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or community level). On the national level, it aimed to develop capacity at the ministry and department in planning and financing. At the micro level it aimed to work at developing capacity of PA authorities, Community groups, generating awareness among communities, facilitating decision making of the park authority and community groups, implement participatory management practices, improve surveillance and restore degraded lands.

35. The implementing and executing institutions were involved in the project from the project design phase and the design involved a thorough analysis of capacities of various partners and their interests. The project was designed based on threat and management capacity analysis and it also incorporated lessons from past PA management and RBM practices in Indonesia. The design also utilised past study findings. The roles and responsibilities of the implementing partners and other institutions were clearly defined in the project design. Hence to address the identified problem, the project was designed to apply the following approaches:

- (i) Develop PA management standards and individual performance monitoring systems for different categories of PAs;
- (ii) Train staffs to enhance their capacity to law enforcement;
- (iii) Develop capacity to strengthen management effectiveness;
- (iv) Develop community engagement guidelines for co-management;
- (v) Encourage resort-level innovation through incentive mechanism;
- (vi) Institutionalise island-wide mechanism for biodiversity monitoring and management;
- (vii) Improve current monitoring and reporting practices;
- (viii) Promote intelligence-based anti-poaching mechanism;
- (ix) Explore opportunities for increasing investment in the PAs;
- (x) Develop integrated land use plans and implement;
- (xi) Mainstream biodiversity into planning process to enhance PA system;
- (xii) Implement Resort-Based Management (RBM) at selected sites.

4.1.1 Analysis of Result Framework

36. The Resultframework has a single development objective and 3 outcomes. The extensive activities are also listed in full, complete with their own indicators. The objectives, components and outputs are clear and appropriate to the issues and also designed considering the timeframe of the project. The project also utilised the findings from the past studies and experience from PA management and the capacity of executing/implementing agencies was considered while developing project activities. Project design sufficiently analysed potential risks and assumptions (see 4.1.2) related to the projectand it is well articulated in the PIF and PRODOC. Roles and responsibilities of the partners were made clear from the project design phase (see 4.2.2 & 4.2.3). The resultframework was reviewedduring inception workshop in 20 November 2015 but no change was made in outcomes, outputs or activities from the original result framework.

37. The indicators of the result framework are relevant, precise and mostly SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, tractable and targeted) with the exception that a few are very ambitious and not possible within the project life. For instance, the EPASS Project already set an indicator of “representation of additional under-represented ecosystems” with a baseline of “karst ecosystems: 2.3% of existing ecosystem protected”. However, the indicator was changed and not utilised again because there was no karst identified in three PAs.

38. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria. In the EPASS Project, the indicators were established based on preliminary studies in which the results of the studies that provided quantitative and qualitative evidences were then harnessed to build up a baseline. From the baseline, the annual project targets were proposed to the Project Board for approval. However, it is noted during the interview and systematic review that some of annual targets and baselines were changed.

39. It is also noted that the some activities were not fully completed due to limitation of times and other challenges (Covid-19 pandemic, bureaucracy). Even in the case of some outputs whose activities were covered, they were not successfully attained the target like threat index, ecosystem health index, and RBM Guidelines.

4.1.2 Assumptions and Risks

40. There were six risks identified in the project document (table 12) and no additional risks identified during inception workshop. Three of the risks are environmental, one political, one financial and one combination of financial, environmental and operational. All the risks and assumptions outlined in the project document were logical and robust. These helped to identify appropriate activities and required precaution measures to address the risks and assumptions. Arrangements for all risks and assumptions other than related to natural fluctuation weremade and with these arrangements, the project was able to implement activities effectively to achieve the targeted results. It also had assumed that the population of threatened species will gradually improve and the existing populations remain viable and can stabilize or recover once threat level is reduced. The project assumed to receive support from the community and local government. The project also assumes that no negative fiscal constraints emerge in annual budget allocation to PA. It also assumes that there will be willingness among multiple partners to share data. The project also assume that the support from Ministerial level for RBM reforms will be continued

and enhanced institutional capacities will not be overwhelmed by potentially increasing, external threats factors associated with population growth etc.

4.1.3 Lessons from other Relevant Projects incorporated into Project Design

41. As per information provided in the ProDoc, the project design has not used lessons from other relevant projects. It utilised past PA management experience and also past study findings. The project design analysed threats and capacity of PA managements and utilised such information to formulate appropriate activities to address the threats.

4.1.4 Planned Stakeholder Participation

42. At the project development phase, the project development team undertook extensive consultations with a wide range of stakeholders (see table 7 of the ProDoc) from national government bodies, non-government institutions, INGOs and local government bodies through a series of opinion polls, presentations, interviews, group discussions and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the identification of threats of forest encroachment, loss of species, illegal trade or poaching and potential institutions that could contribute to various activities of the project. A thorough assessment of relevance, experience and capacity of implementing partners and other stakeholders was also conducted. This assessment helped to utilise the strength of the implementing partners and to also develop capacity enhancement programs. Project design, criteria for potential sites and site selection was carried out with stakeholder participation.

43. The project planning had provision of implementing project following the UNDP's National Implementation (NIM) modality by Ministry of Environment and Forestry in close coordination with the Ministry of National Development Planning (BAPPENAS). The other responsible parties by virtue of their mandates were: local NGO, various province level government, academic institutions and communities from the buffer zones.

4.1.5 Linkages between Project and other Interventions within the Sector

44. The excellent models demonstrated by these projects and by highlighting the issue of Biodiversity and PA management in Indonesia are being consolidated by MoEF, UNDP and GEF through initiating few new GEF-7 project (biodiversity conservation project), invasive species project, coral reef management project and DANIDA funded economic instrument development for environment project.

45. The project tested community based RBM using various approaches backed by scientific knowledge on forest degradation owing to encroachment and illegal harvest. The findings from the piloting will contribute to fine-tuning the approaches for the remaining part of the Indonesia to provide guidance for environment friendly development planning; to serve as a basis for monitoring and reporting; and to recommend requirements for improvement of policies and practices related to PA management.

46. The project established linkages with research institutes and the NGO. Research institutes provided data and information to support the project activities, especially in M&E analysis.

These institutes also collaborated at the downstream level with NPs/local communities/local governments for conducting studies on certain themes (biodiversity) under purview of the EPASS Project. This linkage also provided technical and/or administrative assistances at project-site level. However, these institutions could not directly affect the Project Board decisions but only received the directions from the Board level in project execution. Through UNDP and GEF networks, the project has established linkages with other similar agencies working on the PA issues. It is evident that PA management, climate change and biodiversity conservation is high on the agenda of UNDP and the Government of Indonesia. The E-PASS project therefore, had an opportunity to share lessons and experiences from the related projects that UNDP, MoEF and other partners are implementing. The project will also contribute to synergies among the related programmes that can strengthen sustainable development efforts in Indonesia. The other relevant projects being implemented by UNDP will also benefit from the lessons from this project.

47. Moreover, as per the plan indicated in the project document, the findings (lessons learned) were distributed to many relevant audiences and will also be distributed to other GEF funded projects dealing with PA and biodiversity issues.

4.1.6 Gender Responsiveness of the project

48. The project took into account the gender issue in analysis of socio-economic and biodiversity. In its attempt to identifying community's livelihood options and develop strategies to improve them it analysed gender aspect also. Based on research findings on community livelihood systems in forestry and agroforestry in South and Southeast Sulawesi, it identified mixed-gardens, irrigated paddy field and horticultur as the most important land-based livelihood sources for women. In community engagement and co-management guidelines, it has made commitment and accountability to gender equity and women's empowerment to support the work and promote coordination among all beneficiaries and prtner. Gender dimension was also considered in local level activities to ensure socio-economic benefits to women. Following UNDP and GEF gender policies and strategies, special attention was placed on gender equity and particularly ensuring full participation of women in consultations on integrated natural resource management and land-use planning processes, with gender disaggregated M&E evaluation mechanism.

4.1.7 Social and Environmental Safeguard

49. The project analysed potential social and environmental impacts from the project activities and made provision to avoid any negative impacts to the communities and the local environment. It has given priority to the the social norms and was considered while identifying activities and implementation modalities. Community groups were formed to implement various conservation activities as well as adaptation programs which help to follow the local social norms and also contributed to address local environmental issues. Similarly, plantation program used saplings of local indigenous species to avoid potential environmental problems from the exotic species.

4.2 Project Implementation

50. Three PA (Lore Lindu National Park, Bogani Nani Wartabone National Park and Greater Tangkoko Conservation Area) were selected by the project to implement capacity enhancement, sustainable financing, and threat reduction activities to strengthen PA management for biodiversity conservation and economic development of local communities.

51. UNDP National Implementation Modality (NIM) was applied to ensure broad stakeholder participation and to create both high flexibility and an enabling environment for innovation. The MoEF had responsibility of coordination for the implementation of activities and was accountable to UNDP and the GEF for project results. The project was implemented under the framework of the UNDP Country Programme Action Plan (CPAP) 2011-2015 and applying the National Implementation Modality (NIM). The Ministry of Environment and Forestry was lead implementing partner. The Project implementation took into consideration the technical and administrative capacity of the entity to assume responsibility for mobilising and effectively applying the required inputs in order to achieve the expected outputs. The Implementing Partner had responsibility for managing the project – including the monitoring and evaluation of project interventions, achieve project outputs and assure effective use of the project resources. The Director General (DG) of Forest Protection and Nature Reserve, Directorate of Biodiversity Conservation executed the project on behalf of government of Indonesia in close coordination with other Directorates in particular the Directorate of Conservation Areas and the Directorate of Forest Investigation and Protection.

52. The Project had a Project Board (PB) which is highest decision-making body in the project management and implementation. PB was headed by the Director General of the Directorate of Forest Protection and Nature Reserve. The member of the PB includes Ministry of National Development/BAPPENAS, Ministry of Finance, Ministry of Environment and Forestry and UNDP. The PB was responsible to provide overall direction and review of the project implementation, reviewing and approving the Annual Work Plan (AWP) and reporting on the project implementation. The PB also had responsibility of assurance to ensure the appropriate project function. The Project collaborated with various parties to carry out capacity building activities in management of natural resources. The World Conservation Society (WCS) was appointed as a partner in research efforts to obtain baseline data to support the project implementation and also provide inputs on various potential activities that can be developed to support the various outputs that have been prepared. WCS has also been asked to help improve the staff capacity of park rangers, especially in terms of implementing the SMART Patrol concept. Besides the government, the project was also cooperating with universities and NGOs. Tadulako University, Corontalo Universit and Sam Ratulangi University were involved in compilation of the Conservation Actions Strategy. NGOs like WCS, JAPESDA and Yayasan Rimbawan & Selamatkan Yaki were also involved in the project activities.

53. The Director General of the Directorate of Forest Protection and Nature Reserve was **National Project Director (NPD)** of the project. NPD had responsibility of monitoring the regular activities of the project and provide guidance to the Project Management Unit (PMU). NPD provided the government's oversight and guidance for project implementation, including the coordination of project activities among the main parties to the project: the government implementing partners at the national and local levels, the project manager, consultants and UNDP, including oversight of the PMU. The project has a **Project Manager (PM)** to lead management of the project with support of a team of technical and operational staffs housed within the Ministry of Environment and Forestry (MoEF). The PMU was responsible to carry out day-to-day project management and strengthening the implementing Partner's capacity in ensuring project deliverables are both timely and achieve quality results. The PM is accountable to the MoEF and the PB for the quality, timelines and effectiveness of the activities carried out as well as the use of the funds. PM was reporting to the PB on a periodic basis.

4.2.1. Adaptive Management

54. The Project's adaptive management was good though some technical feedback was lacking and also monitoring missed to identify issues in some cases like delayed disbursement of money. For instance, NPs/Project Coordinators at site level were not receiving fund on time for the project execution and this was not found reported. In addition, due to remoteness, the payment transfer through the banks was not possible and this issue was not reported. Some of data or information for the EPASS Project were not fully available, and were silos. For instance, gender data were very segregated although the data were considered very complete. In addition, some of the data were not in line with the deliverables or indicators that have been determined in ProDoc. The project was driven by the capable management team, backed by good decision-making by the Project Board, support and advice from the UNDP-CO. Except few drawbacks mentioned above, the adaptive management has operated effectively at both the strategic level and the tactical level. For instance, in the operationalization of RBM, the implementing agencies have followed the existing regulation for RBM application at project site level (resort level), and the implementation has been received positive feedback from site level and has met the annual target at the end. The project has regular monitoring activities implementation in the sites through the reports and also by making periodic site visits for first-hand information. The recommendations were made to the project management for the improvement.

55. The MTR made 9 recommendations (see 4.2.1) and in management response it was mentioned that discussion initiated with WCS for three of the recommendations in regarding others also reviewing activities to address the recommendations. It was told that recommendations were discussed in the Board Meetings and actions were taken as per recommendation.

4.2.2 Actual Stakeholder Participation/ Partnership Arrangements

56. The UNDP CO provided technical and financial support and also fulfilled the role of monitoring. The Ministry of Environment and Forestry was the lead implementing partner. The project also involved other partners to bring their expertise and cooperation for making programme implementation effective. Following partners were involved in the project:

- Ministry of National Development Planning (BAPPENAS)
- North Sulawesi Provincial Natural Resources Conservation Center (BKSDA)
- Bogani-Nani Wartabone National Park
- Tangkoko Forest Conservation Management Unit (KPHK)
- Lore Lindu National Park
- Yayasan Selamatkan Yaki
- World Conservation Society

57. Besides these there were other stakeholders which are listed in table 7 of ProDoc were also involved in specific relevant activities. Stakeholders contributed in implementation of activities relevant and allocated to them in the project design. Only private sector (PT Meares Sopotan Mining and other potential ones) that was expected to be involved were not found involved in the project activities. Similarly involvement of Ministry of Women Empowerment and Child Protection was not found. Gender consideration was observed in consultation during project

development and identification of appropriate activities for economic development of women. Similarly, priority was given to poor women in economic incentive programs. The project involved community groups and local NGO in awareness activities and it was effective but not sufficient.

58. The project reached a wider audience through awareness generation through brochure distribution, media coverage, web-pages of UNDP and Ministry of Environment and Forest. The TECs found that stakeholder engagement and participatory approaches have been of good order throughout.

The project has worked closely with many stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, hence stakeholder participation is evaluated as **Satisfactory**.

4.2.3 Project Finance and Co-finance

59. The total project cost as per project document was US\$50,165,000 which includes US\$6,465,000 in cash and US\$43,700,000 in kind. Of these, the GEF contribution was expected to be US\$6,265,000 in cash, UNDP contribution US\$200,000 in cash and US\$2,000,000 in kind, Government of Indonesia's (GoI) in kind contribution US\$41,500,000 and local NGO Selamatkan Yaki's (YSY) in kind contribution US\$200,000. If project spending is used as a basis of measure of the progress of implementation, then the Project has achieved most of the progress originally envisaged, but because some activities were initiated late, it is expected that some of the targets will only be met beyond the project life. Also the activities planned for 2020 was affected by COVID-19 pandemic. Co-financing was well planned and clearly mentioned in the project document. The committed amount from GEF was US\$6,265,000 and actual amount disbursed by 15 December 2020 was US\$6,133,927.95 and still there were some commitment to be delivered. This indicates that the committed amount from GEF is going to be received. The committed contribution from government of Indonesia was US\$41,500,000 while actual contribution was US\$43,114,532 i.e. US\$1,614,532 more than committed. There was difference between committed contribution and actual contribution from the UNDP. Initially there was another project with funding from Royal Government of Norway to strengthen the efforts of Indonesia addressing institutional barriers and perceptions of environmental economic value, and conserving the biodiversity in various locations including central Sulawesi (Lore Lindu National Park) and UNDP planned to provide US\$2,000,000 (in kind) for these two projects (Norwegian project and E-PASS). But due to political reasons the Norwegian support project was suddenly closed and as an impact, UNDP could not implement committed activities related to communities in the Central Sulawesi. Similarly, UNDP committed US\$200,000 from the TRAC fund but by 2016 only US\$26,545.37 was available. In 2017 UNDP made decision to reduce contribution from TRAC fund so the funding was stopped. Similarly, committed amount of NGO (YSY) was US\$200,000 (in kind) but as per the financial report from YSY, in-kind contribution was only 20% (i.e. US\$40,480) of what they have committed. Latter by the statement of 28th January 2021, YSY claimed they have contributed US\$220,180 equivalent in-kind contribution to the project and their claim also included pre and post contract period expenses and also staffs trainings, insurance etc. which should not be considered in-kind contribution to the project. The detail justification of in-kind contribution of YSY was lacking

in the report. The executing and implementing agencies made close monitoring of financial transactions and program implementation and materialised the fund for activities by changing mode of payment and this helped to accomplish some of the activities comparatively faster than during the initial year. The project conducted auditing every year and it presented financial transactions and audit report didn't report any major issues. The financial transactions were monitored by Ministry of Environment and Forest as well as UNDP as part of their standard monitoring practices.

- As per the project document, the project management costs (cash) were proposed at US\$585,450 of which US\$385,450 (66%) from GEF and US\$200,000 (34%) from UNDP. The revised management budget of GEF was US\$322,030. But actual management cost (cash) was US\$708,732.37 which is 21% more than budgeted amount. The management cost covered by GEF was US\$682,187 (96.3%) and contribution from UNDP in management was only US\$26,545.37 (3.7%). The management mentioned that in the beginning the project staffs posted some of the programme expenses in the management due to lack of knowledge regarding right posting headings. Government of Indonesia's contribution for management was increased by 3% from the committed amount. As per the financial report from NGO (SYS), they made in-kind contribution of IDR575,387,849 (US\$40,480). There was far less contribution from NGO (SYS) than what was committed. Latter in 20th Jan 2021, through a statement they claimed contribution of US\$220,180 equivalent in-kind contribution. But their claim also included pre and post contract period expenses and also training and insurance of their staffs.
- Project management costs comprised about 4.3% of the total spend. Original closing date of the project was 10 March 2020 but due to delay in initial years and slow implementation in the beginning the closing date was pushed to 31 December 2020.
- The project had provision of co-financing by the UNDP, GoI and NGO. The provisioned GEF and Co-financing ratio was 13% : 87%. While the GEF co-finance ratio in terms of actual money spent (including in-kind) was 13:87 (US\$6,265,000.00 (GEF)) to US\$43,181,557.37 (UNDP+GoI+NGO). This is good result as GEF requirement is at least 1:1 ratio; but in this government contribution has increased then committed while UNDP and YSY contribution decreased from committed amount.
- Spending on Component 1, 2 and 3 (US\$1,706,198; US\$1,160,588 and US\$3,050,208) accounted for 27.5%, 18.7% and 49.1% of the total spend respectively.
- GEF funding was distributed among all four components while UNDP funding was mainly allocated to component 4 but this was stopped after 2017. So, project only received 13% of the committed amount from UNDP cash contribution. GoI and NGO (YSY) support was through in-kind contribution for implementation of activities. Of the total GEF fund, 32.3% was spent on component 1, 16.6% on component 2, 46.1% on component 3 and 11.8% on component 4. UNDP funds were allocated mainly for component 4 mainly for project management and only for 2015 and 2016. From 2017, due to decision from the Headquarters, the TRAC fund support was stopped.

Components	GEF			UNDP			Govt. Of Indonesia (co-financing in kind)			Local NGO SYS (in kind)			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budgeted	Actual	%

Component 1	1,200,000	1,706,198	142.2										1,200,000	1,706,198	142.2
Component 2	1,250,000	1,160,588	92.8										1,250,000	1,160,588	92.8
Component 3	3,520,000	3,050,208	86.7										3,520,000	3,050,208	86.7
Management	295,000	264,710	89.7	200,000	26,545.37	13.27	41,500,000	43,114,532		200,000	40,480 (Latter claimed 220,180)		41,995,000	43,446,267.37	103%
Total	6,265,000	6,181,705		200,000	26,545	13	41,500,000	43,114,532	104	200,000	40,480	20	48,165,000	49,322,782	103%

Table 2: Total disbursement of funds by output (to end December 2015) (US\$) against full project budget as per Project Document.

Source: UNDP CO Indonesia

Note: Some payments from GEF money was due so the total figure of actual GEF spending will increase latter.

60. Analysis of budgeted and actual expenditure shows a big difference in all components. Similarly, it is also observed that in some components (component 1, 2 and 3 in 2015 and component 3 in 2016, Table 3) the project made very limited expenses. In the initial year, due to long process of fund disbursement affected program implementation and due to that some of the expenses could not be made on the specific component for the prescribed in year 2015 and 2016 while in the latter years by changing fund disbursement modality, program implementation accelerated and the expenses covered some of the previous year's pending activities also. The planned management cost from GEF fund as per project document was US\$322,030 while actual management cost from GEF budget was US\$682,187. The cost increase compared to provisioned budgeted figure was US\$360,157 i.e. increase by 111.8%.

61. Tables 3-4 show the disbursement of GEF fund and GoI kind contributions. Breakdown of the GoI was available only for yearly management cost of each protected areas. GoI contributed in kind i.e. manpower for management of project implementation. The kind contribution from the government was slightly higher than committed this could be due to extension of the project period. The project was not able to receive kind contribution equivalent to US\$200,000 from NGO. The NGO contributed as consulting form for some activities and they were also provided small grant from UNDP. GoI's in-kind contribution covers cost of office rooms in field offices, cost of electricity, telecommunication, government staffs' salary, and costs of the time contribution by NPD and chair of the project board and district board members.

62. Personnel from all ministries involved in this project, district government and research institute NGOs, UNDP CO, communitybased organisations and community members were found satisfied (with some reservations) and they were advocating achievement of the project. Ministry officials, district government authorities, UNDP CO and local communities also expressed commitment to continue support to the project activities. Similarly, they also noted that the ministry already has some projects which will complement some of the activities under this project and also replicate lessons learned.

TABLE 3: Total disbursement of GEF funds (US\$) by Component by year against budget as per Project Document

YEAR		COMPONENT 1	COMPONENT 2	COMPONENT 3	MANAGEMENT	TOTAL
2015	BUDGET	345.000	343.000	697.000	90.000	1.475.000
	ACTUAL	99.735,68	60.029,19	260.260,08	151.761,89	571.787
	%	28,90889275	17,50122157	37,34004017	168,6243222	39
2016	BUDGET	251.100	197.200	689.050	62.500	1.199.850
	ACTUAL	465.221	119.919	141.046	216.001	942.187
	%	185,2731979	60,81085193	20,4696321	345,6016	79
2017	BUDGET	156.600	205.200	630.806	61.500	1.054.106
	ACTUAL	448.792	174.180	590.178	-218.052,07	995.098
	%	286,5849298	84,88304094	93,55935105	-354,5562114	94
2018	BUDGET	676.000	376.000	493.757	29.500	1.575.257
	ACTUAL	554.255	182.359	378.196	11.642	1.126.452
	%	81,99038462	48,49973404	76,59557232	39,46440678	72
2019	BUDGET	97.700	550.000	943.300	30.610	1.621.610
	ACTUAL	86.354	520.854	930.656	70.820	1.608.684
	%	88,38689867	94,70072727	98,65959928	231,3622999	99
2020	BUDGET	150.000	110.500	723.523	47.920	1.031.943
	ACTUAL	51.841	103.246	749.872	32.537	937.496
	%	34,56066667	93,43529412	103,641764	67,89858097	91
TOTAL	BUDGET	1.676.400	1.781.900	4.177.436	322.030	7.957.766
	ACTUAL	1.706.198,68	1.160.587,19	3.050.208,08	264.709,82	6.181.704
	%	101,77754	65,1320046	73,01627314	82,20036021	78

SOURCE: UNDP CO Indonesia

TABLE 4: Total disbursement of Government of Indonesia-co-funding (in Kind)

Year PAs	2015	2016	2017	2018	2019	2020	Total		
							IDR	US\$	
TNLL	0,014,727,000	16,079,832,000	31,664,000,000	41,465,300,000	38,082,558,000	29,207,834,000	176,514,251,000	12,608,161	
TNBNW	19,129,158,000	21,639,757,000	21,505,700,000	21,869,300,000	16,818,792,000	21,109,187,000	122,071,894,000	8,719,421	
KSDA Sulut	14,594,572,000	11,545,682,000	20,664,900,000	24,834,000,000	11,891,000,000	13,237,918,000	96,768,072,000	6,912,005	
DIT. KKH	24,011,478,000	9,570,639,000	13,200,000,000	34,315,000,000	8,170,000,000	6,094,914,000	95,362,031,000	6,811,574	
Setditjen KSDAE	21,614,262,000	17,372,162,000	19,119,520,000	21,358,312,000	17,105,652,000	16,317,285,000	112,887,193,000	8,063,371	
							TOTAL	603,603,441,000	43,114,532

Source: PMU

63. Table 3 shows the actual funds spent for each component by year for the GEF funds. These show clearly that the management cost exceeded budgeted amount in all years except 2015. Hence the total management cost from GEF fund was more than double than the budgeted amount. PMU mentioned that due to confusion with the account staff regarding posting of expenses, some of the expenses of other activities were also posted in management heading which showed increased management expenses than planned. Component 4 was funded by both UNDP as well as the GEF. Component 1, funded by GEF, peaked disbursement in 2017 and Component 2 in 2020. Component 3 funding by GEF peaked disbursement in 2019 and component 4 peaked in the year 2017. These expenses correspond to the work accomplishment in respective years.

64. At all times, the chair of the Project Board has been kept abreast on the project's progress through good reporting and this has allowed the necessary budget revisions to be made on a sound basis. Similarly, the link between Ministry of Environment and Forestry and the UNDP-CO has been efficient in ensuring that budget replenishments have been timely and there were inherent procedural delay in the beginning of the project.

Table5: Co-financing the project.

Co-financing (type/source)	UNDP own financing (mill. US\$)		GEF (mill. US\$)		Govt. of Indonesia (mill. US\$)		NGO (US\$)		Total (mill. US\$)	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual
Grants	200,000	26,545	6,265,000	6,133,927.95					6,465,000	6,160,472.95
Loans/Concessions										
• In-kind support	2,000,000	-			41,500,000	43,114,532	200,000	40480	43,700,000	43,155,012
• Other										
Totals	2,200,000	26,545	6,265,000	6,133,927.95	41,500,000	43,114,532	200,000	40,480	49,165,000	49,315,484.95

Source: UNDP CO Indonesia; Note: Some payments were due to total figure of GEF funding was not available.

4.2.4 Monitoring and Evaluation: Design at Entry and Implementation

M&E Design

65. The project design included good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a log-frame to monitor achievement and the log-frame had clear objectives, components and appropriate to the issues and also designed considering the timeframe of the project. The output targets were also very realistic compared to the budget and timeframe. A detailed survey was conducted following the standard scientific methods to identify the most vulnerable sites which helped to judge impact of interventions. Roles and responsibilities of the partners were made clear from the project design phase. The indicators of the log-frame were all specific; Measurable; Attributable; and Relevant, Achievable and Realistic or Time-bound. At the stage of the inception, clarifications and updates were made to the M & E plan but no major change was made. Inception report was not able to judge targets against the timeframe. MTR also did not make any changes to the outputs. All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each. M&E budgets were set realistically, with a total proposed amount of US\$155,000 (One Hundred Fifty Five Thousand) being set aside specifically for M&E activities. The cost of Mid-term review and Terminal Evaluation were within the provisioned budget. Baselines were already set in the Project Document. The inclusions of indicators for each activity were not only appropriate and useful for evaluation but also good for management purposes.

M&E Implementation

66. Monitoring and evaluation of project activities has been undertaken in varying detail at three levels:

- i. Progress monitoring
- ii. Internal activity monitoring
- iii. Impact monitoring

67. Progress monitoring has been good and was being done through quarterly and annual reporting to the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from project staff and the UNDP-CO. The annual work plans were then submitted for endorsement by the Project Board, and subsequently sent to UNDP for formal approval. The implementing team has also been largely in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The indicators from the result framework were realistic and effective in measuring progress and performance. The project management has also ensured that the UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, deliverables completed, and an outline of the activities planned for the following quarter. The reports' format contained quantitative estimates of the project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.

68. From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also uploaded all the information in ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. All key reports were presented to the Project Board members ahead of their half-yearly meetings and through these means, the key national ministries and national government have been kept abreast of the project's implementation progress.

69. The Project Management Unit (PMU) and the UNDP-CO have maintained a close working relationship, with project staff members meeting, or talking with, CO staff on an almost daily basis to discuss implementation issues and problems.

70. The project's risk assessment has been updated quarterly by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.

71. A Mid-term Review (MTR) was undertaken in July-August 2018. The MTR made 9 recommendations (status discussed in adaptive management chapter of this report, page 11). The report contains formal ratings for different review elements. The report has also discussed efficiency, effectiveness, and sustainability, cost-effectiveness and replication aspects. A complete reading of the report returns an overview that the Project was considered to be on track in most of the activities but had some minor delays of some activities due to delay in initiation of activities in the beginning.

72. Internal activity monitoring undertaken by UNDP CO, Ministry of Environment and Forestry and the Project Management appears to have been good comprising a range of mechanisms to keep informed of the situation and to respond quickly and effectively to any areas of concern. These comprised many of the methods used to track progress, and implementation has been guided by

the Annual Work Plan and the quarterly plans submitted to release funds. Generally the project has been small enough not to require formalised communication or monitoring procedures; members being in almost daily contact.

73. Unusually, impact monitoring has been well-developed, with formal protocols in place to measure the functioning of improved management, evidence-based planning, decrease in encroachment and deforestation and change in awareness among community members. Undoubtedly this has arisen from the scientific background of the project design team, enhanced by the same of its technical staff and managers. But there was room for improvement on the technical aspects of some of the activities to make them more effective and sustainable. As is most often the case, adaptive management of the project has been influenced to a much greater extent by external variables and overcoming the problems (or taking opportunities) that these have presented than by responding to internal monitoring.

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	Satisfactory

4.2.5 UNDP and Implementing Partners Implementation / Execution, Coordination and Operational Issues

Project Oversight

74. The project was implemented following National Implementation Modality (NIM) to ensure broad stakeholder participation and to create both flexibility and an enabling environment for innovation. During the inception workshop, UNDP's project assurance role and oversight was presented and discussed in detail and endorsed. The project implementation was led by the Ministry of Environment and Forestry in close coordination with UNDP CO and Ministry of National Development Planning (BAPPENAS). However, there are some identified challenges confronted by the implementing partners (MoEF and BAPPENAS), such as complex bureaucracy, institutional changes, and weak coordination at project site level in delivering deliverables achievement. Some of Guidelines proposed under the EPASS Project to MoEF had been not yet approved in addition in MoEF itself, institutional changes were identified in 2019 after the Presidential election result. There was very good communication and coordination between implementing and executing agencies. Regular meetings were conducted to discuss progress and constraints of the project. UNDP had ensured high-quality technical and financial implementation of the project through its local office in Indonesia. UNDP CO was responsible for monitoring and ensuring proper use of GEF funds, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations. The project Management Unit was formed to coordinate and manage project activities and it facilitated the achievement of targeted results on time, adequate and appropriate management practices, program planning and proper implementation and timely reporting. The project was implemented through PMU which had one National Project Manager, Technical Advisor and support staffs (admin/finance staff, driver and office helper). The project utilised MoEF's institutions at the district and PA managements to implement the activities and monitoring. A risk management strategy was developed involving all partners and experts through detailed analysis of issues and was effectively implemented. The project hired qualified experts to conduct studies and conduct demonstrations at sites levels. Implementation arrangement is explained more in 4.1.8.

75. The capacity of the local government and community groups was enhanced for strengthening performance. Since MoEF, other ministries and local governments institutions' involvement was on behalf of Government of Indonesia, government ownership in the project was assured.

The Project has been planned and managed (except in some cases which were delayed and remained incomplete) providing products of good quality and within budget, while responding effectively to several internal and external challenges through good adaptive management, hence the implementation approach has been evaluated as **Satisfactory**.

UNDP Supervision and Backstopping

76. UNDP supervision was accomplished through standard procedures and undertaken competently. Terminal Evaluator received no complaints from interviewees about excessive UNDP bureaucracy or delays in procurement, and UNDP's heavy requirements for reporting.

77. Key aspects of supervision were made through UNDP's involvement in communication with the Ministry of Environment and Forestry and other stakeholders. Members of the Environment Unit of UNDP CO were heavily involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools. It appears that the CO was helpful and supportive throughout the implementation period, responding adequately to provide good guidance, honest and constructive criticism, and help to overcome particular problems as necessary. UNDP support was focused towards achieving targeted results and support was appropriate, adequate and timely and the project staffs were satisfied by the quality of UNDP support. Annual planning was done on time with active participation of stakeholders. Similarly, risk management options were identified in close consultation of partners and experts and the project was able to manage risk efficiently. To avoid long bureaucratic process that delayed payment disbursements, and therefore delayed activity implementation, alternative ways to pay directly were made towards the end of the project. If this was done earlier, than many activities could have been accomplished within the project timeframe.

UNDP has provided an adequate level of supervision and backstopping to the project, and its performance has benefitted as a direct result, hence UNDP's supervision and backstopping role is evaluated as Satisfactory.

4.2.6 Risk Management

78. The potential risks and opportunities were properly analysed during the project development. The risks were also analysed for their level of threats. The project development made provisions of the mitigation measures for the identified risks. The only new risk identified at the implementation phase was from COVID19 pandemic which affected project monitoring and implementation towards the end of the project. The project delayed some of the activities to avoid risk of the COVID19 and made arrangement of monitoring by the local implementing team. The risks analysis and review of identified risks was done every year. More on types of risks and mitigation arrangement is already discussed in 4.1.2.

4.2.7 Social and Environmental Standard

79. At the designing phase, the project assessed environmental and social issues and threats to the forests and biodiversity of the project areas. Based on the information from these assessments, programs were developed to address the threats to forest and biodiversity. Similarly, it identified

that one of the main reasons of threat to biodiversity was poor local economy and to address this project provisioned micro-finance programs to support poor forest dependent families. Moreover, project also provisioned participation of local communities in conservation of PAs to make sure that conservation will be sustainable as locals act as stewards of these PAs. This arrangement also helped to avoid conflict with the local communities. The activities have paid attention to not harm local social and cultural values. Similarly, conservation efforts will improve environment of the area and also safeguard land and lives of the area from natural disasters like tides or floods. The project fully maintained environment and social standards of GEF.

4.3 Project Results

4.3.1 Progress towards objective and expected outcomes

Attainment of Objectives:

80. The project made effort to reduce forest encroachment and degradation risk by addressing capacity gaps with PA management authorities, enhancing capacity of the local government and community-based groups, generating awareness among community members from the buffer zones, improving monitoring systems, and exploring funding mechanism for PA management. The following project outputs were delivered:

- Developed Resort-Based Management Guidelines Regulation (not approved yet).
- Trained staffs for law enforcement.
- A task force for combating illegal wildlife trade was established.
- Capacity development strategies and action plans were developed to strengthen management effectiveness. Various capacity development activities were implemented.
- Training on RBM was conducted to increase the effectiveness of RBM implementation in project sites.
- Guidelines for community engagement and co-management developed.
- Micro-capital grants scheme implemented with priority to women to support local economy to reduce dependency on forest and biodiversity.
- Signed with 46 community groups (CCA) to involve community contribution in conservation.
- Incentive mechanism for resort level innovation established.
- Implemented budgeting, planning and monitoring process of the island-based biodiversity is implemented.
- Online knowledge sharing platform for biodiversity was developed based on series of workshop with aim to identify current protocol in monitoring and reporting system of biodiversity-related data.
- Conducted Biodiversity Information System (BIS) operators were conducted.
- Knowledge products were produced.
- Established and operationalized Sulawesi-based unit for operationalization of intelligence-based poaching and wildlife trade surveillance system.
- Developed potential financial mechanism for conservation area management in Sulawesi.
- Conducted awareness and capacity development for decision makers, local government officials and local and indigenous communities.
- Local regulation on illegal wildlife trade was developed for target PAs in Sulawesi.
- Established village education centre for awareness building related to the role and state of wildlife and the value of healthy ecosystem.

81. A Summary of the Project's achievements is given below, followed by an outline of the attainment of objectives. This is followed by a Review of Outcomes to Impacts in Table 6 and a brief discussion on the verifiable impacts. A summary evaluation of project Outputs is given in Table 7 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the result framework is given in [Annex V](#).

Summary of Achievements

82. The project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex IV). The E-PASS project has been well designed, but in management and implementation some problems observed. The project team has managed to deliver a series of interventions that have reduced the threats of deforestation and poaching to some extent and contributed to the improved Protected Areas management. In the process, the project has demonstrated some innovative approaches particularly in improved Resort-Based

Management practices, afforestation, intelligent-based anti-poaching practices, improved participation of local in conservation activities through community groups (CCA) and economic incentives to local communities' thorough micro-grant schemes. One of its biggest strengths has come about through a design-decision to work directly with the community groups through the local government institutions rather than parallel project structures. Since the project is implemented by Ministry of Environment and Forestry (MoEF) involving Ministry of National Development Planning (BAPPENAS) other institutions like University, NGO and community groups, all agencies are taking full ownership for most of the project's outputs. Some very good work in the two pilot area of Sulawesi brought benefits to Biodiversity of the area and also to many community members thereby laying a foundation for improved understanding of, and cooperation on, Protected Area management. As will be seen below, the achievement of the outputs and activities under each of the three Outcomes has been evaluated as **Moderately Satisfactory**, and the evaluation of achievements against indicators (provided in Annex V) show that several of the activities have been accomplished. The project helped to address threats to the forest and biodiversity from deforestation, forest degradation, poaching and encroachments through awareness-raising, strengthening capacity of relevant community groups and institutions, improvement of monitoring, intelligence-based anti-poaching activities, economic incentives for local community to protect biodiversity and forest and improved management of Protected Areas. Similarly, establishment of corridors, expansion of protected areas, regulation for RBM etc also contributes in conservation and management of Protected Areas of Sulawesi. Some of the activities were not completed and some remained to be initiated.

Overall, the project has achieved several of its major global and local environmental objectives, and yielded substantial global environmental benefits, with some shortcomings. The project can be presented as "average practice", and hence its attainment of objectives and results is evaluated as **Moderately Satisfactory**.

Objective Indicators

83. A single "Project Goal" and single "Project Objective" was articulated in the result framework with a development objective. The overall project goal is to establish an effectively managed system of protected areas that is well integrated into its surrounding landscape contributing to sustainable, inclusive and equitable development in Sulawesi. The project objective is to strengthen the effectiveness and financial sustainability of Sulawesi's PA system to respond to existing threats to globally significant biodiversity. The project aims to achieve its stated objective through three outcomes. Full details and an evaluation of achievements against targets are provided in Annex V. Project was able to accomplish many of the targeted activities (leaving few incomplete). The TECs believes this to be a creditworthy performance.

4.3.2 Relevance

84. Indonesia's rainforest provide habitat for more than 10% of the world's plant species, more than 12% of mammal species, and more than 17% of world's bird species. These also includes some of the most endangered species namely the Orangutans, Javan and Kalimantan rhinos, whale sharks and the eminent Sumatran tiger. More than 515 species of mammals reside in Indonesia which is the highest number in any country. Since studies had not covered whole islands, there remains possibility of increasing number of plants and animals in this country. This country has 566 PA covering 36,069.04ha which includes 490 terrestrial PA and 76 marine PA. The terrestrial PA includes 43 National Parks, 239 Nature Reserves, 70 Game Reserves, 13 Hunting Parks, 22 Grand Forest Parks and 103 Nature Tourism Parks.

85. Indonesia is signatory of the UN Convention on Biodiversity. As a party to the CBD, Indonesia is obliged to prepare a national biodiversity strategy and to ensure that this strategy is mainstreamed into the planning and activities of all sectors who could have an impact on biodiversity. Indonesia had to fulfil the target to develop, adopted as a policy instrument, and also has commenced implementing and effective, participatory and updated national biodiversity strategy and action plan by 2015. The project is designed to address conservation priorities of government of Indonesia and also local government's priorities.

86. The project is aligned with the UNDP strategic Plan Output 1.3: Solutions developed at national institutional and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste and UNPDF Outcome 5: Strengthened climate change mitigation and adaptation and environmental sustainability measures in targeted vulnerable provinces, sectors and communities. Similarly it is in line with the CPAP Outcome 2.1: Responsible national institutions and relevant stakeholders are more effective in managing environmental resources and addressing environmental pollution; and Output 2.1.1: Government, private sector and CBD partners have coherent and effective policy frameworks, action plans, implementing arrangement and funding arrangement to sustainably manage terrestrial ecosystems. The project contributes to achieve GEF strategic priorities: i) enhance value-for-money through integrated programming, ii) Strengthen institutional effectiveness and efficiency, iii) align GEF support with SDG implementation.

87. The project has activities to strengthen capacity of Indonesia's PA management for improving management and sustainable financing for the PA systems, involving adjacent communities in management of the PAs to fulfil the requirement of participatory aspect by the convention.

The project intervenes to reduce forest degradation and contribute biodiversity and forests of Sulawesi Indonesia and is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats; hence it is evaluated as **Relevant**.

4.3.3 Effectiveness and Efficiency

Cost-effectiveness

88. The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects defines the criteria of "efficiency" as:

"The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy."

The project has not exceeded the budgeted figures but all of the planned deliverables were not completed by the time of terminal evaluation so the cost-effectiveness is only moderately satisfactory. Many of the activities of all three components were accomplished with some exceeding the budgeted amount and achievement indicates no lack of quality. Some of the targets are not accomplishable within the given time and budget while some require more time for implementation. Overall management cost is more than initially budgeted and this could also be due to increased timeframe. Total expenses of the project were 103% excluding kind contribution from NGO and the management cost was about 4.3% of the total grant amount. This figure will increase as still some payments are due from GEF budget. The increase in expenses is due to increase kind contribution from the government of Indonesia. Management cost was increased slightly; hence project is moderately cost effective.

89. Project generated support from the government which helped to reduce cost of project office space in the field and the project also used national consultants to provide technical advice, helping to reduce the cost of project management that otherwise could be very high. Involvement of local communities in implementing project activities helped to increase their knowledge and skills.

Income from micro grant program of the project could improve the livelihood of communities. Involvement of local communities in plantation and also management of protected areas helped to generate interest among the communities towards conservation and this will generate local stewardship for the conservation of forest and biodiversity.

The project was able to achieve several of expected outputs, and cost-effectiveness has been a priority of the implementing agency throughout, amongst their priorities. This, combined with significant levels of additional co-financing leveraged by the project's activities (government contribution, not able to generate from other committers), means the overall cost-effectiveness of the project has been Moderate, hence it is evaluated as **Moderately Satisfactory**.

90. The project was able to achieve some of the expected outcomes and objectives. All of the targets set in project document are not achievable with the budget and duration of the project. The evaluation team had evaluated the achievements following the result framework indicators and judged achievement effective in many activities and efforts made by the project team efficient. The initial delays in implementation were caused by delay in recruitment, change in staffs, late disbursements of money to site level and this affected completion of few activities within the project time period. Stakeholders expressed satisfaction with the accomplishments of the project and are of the view that the project will have significant impact and will meet its objectives.

91. The project has facilitated changes in management practice and development planning processes and has increased the level of awareness about the long-term positive impacts of RBM. Similarly, project delivery modalities have been efficient and project has been able to contribute to the GEF and UNDP objectives and also to national priorities. Since some of the interventions of the project showed impact (impact on planning processes, increase in household income, decrease in poaching, increased awareness regarding conservation of forest and biodiversity etc.) while others are yet to show impact, the effectiveness of the project is rated as **Moderately Satisfactory**.

92. The project followed standard scientific methods and used qualified, experienced and dedicated technical manpower which made implementation of activities efficient and helped to achieve many targets on time and with quality outcomes.

93. The project maintained good relations with all stakeholders and worked in close cooperation and this helped to execute activities efficiently with their cooperation and also made impact effective.

94. Due to change in government structure the project initiation was delay and only initiated in December 2015. Due project initial delay the closing date was also extended from April 2020 to December 2020. The delay was not avoidable by the project as it was beyond the control of the project.

4.3.4 Overall Outcome

95. The project was relevant to the country's needs and in line with the national policy and strategies. It is also relevant to the GEF and UNDP strategies and also contributes to SDG13 (climate action). The project was not completed at the time of evaluation and some of the works were still going on. The micro-grant and some other activities were delayed due to delay in delivery of money to the sites. Similarly, management cost exceeded budgeted amount and project was not able to receive committed amount from UNDP and NGO (SYS). Hence, both the project efficiency and effectiveness was rated as Moderately Satisfactory and project's overall outcome is rated as Moderately Satisfactory.

4.3.5 Sustainability

96. The project results are likely to be sustainable beyond the project life. As will be seen below, the sustainability at the national and project level is strong and it is difficult to see what more those involved could have done.

Financial: The outlook for the long-term financial sustainability of the project is connected to the interest of the local government and the national government. GEF focal point, Ministry of Environment and Forestry Officers and Ministry of National Development Planning (BAPPENAS) mentioned that they are committed to continue their support to these project activities. They also mentioned that the project is in line with the country's priority, hence the outcomes will be internalised and will be continued. Similarly, the local government mentioned that they will continue their support and will utilise information in planning exercises help to mitigate risks related to forest and biodiversity of the Sulawesi. There are other projects being implemented in these areas and also some more projects are in pipeline which will also contribute to continue the outcome of this project and will also replicate in other areas of the country. These also assure financial sustainability at project site level. Financial sustainability is therefore **Likely**.

Socio-economic: The social sustainability of the project appears very promising. The awareness-raising activities have certainly been beneficial and undoubtedly changed men and women's minds at the community level and at local and national government levels as regards forest degradation risks and the need of conservation of PAs. The empowerment of local communities through awareness raising and involvement in management of PAs through CAA and RBM activities has been one of the lynchpins upon which all behavioural change has occurred. For many others, this has been matched by provision of safety measures and knowledge base establishment directly linked to forest degradation risk management and these arrangements are particularly strong. This has created a supportive environment and as a result enjoys a very wide support base which is being used to help in replicating the approach in other Protected Areas. As a result, the socio-economic sustainability is adjudged to be **Likely**.

Institutional and Governance: The institutional sustainability of the project is good. Those agencies directly involved appear strongly committed towards its aims and the impacts that it has had. Clearly, the decision to route all activities directly through local government institutions and local communities has paid dividends in this respect, and the local government officials at the project sites are not only extremely supportive of what has been accomplished but are also strong advocates of its achievements. Development RBM guidelines regulation for supporting PAs management and formation of community groups (CAA) will also assure sustainability of the project outcomes. Moreover, government authorities are sensitised on forest degradation and threats to biodiversity so they may prioritise future outputs of this project. Therefore, the institutional sustainability is ranked as **Likely**.

Environmental: Environment sustainability is one of the important elements of the project strategy. The project achievements will directly reduce vulnerability of endangered species and forest biodiversity and also ecological resources of Sulawesi. The capacity development, policy formulation and evidence-based planning to mainstream biodiversity conservation and Protected Areas management will make project outcomes sustainable. Moreover, involvement of local communities and community-based organisations assures protection forest and biodiversity and makes the project achievements sustainable. Possible precautions are taken to reduce encroachment, forest degradation and poaching. Similarly, plantation in degraded areas and conservation of corridors will also help to conserve forest and biodiversity of the area. The project outcomes will also contribute to maintain of the carbon stock and contribute to sequestration the atmospheric carbon which will help to reduce GHG effects or contribute to address issues related to climate change. These address potential environmental risks so there is less possibility of

environmental risks associated with the sustainability of this project, hence the environmental sustainability is deemed to be **Likely**.

The overall sustainability of the regional component is ranked as **Likely**.

4.3.6 Country Ownership

97. The project was implemented by the Ministry of Environment and Forestry (MoEF). Besides, other ministries like Ministry of Finance and Ministry of National Development/BAPPENAS, local Park authorities and local governments were also implementing agencies. These government agencies were not only executing and implementing project activities but also involved from the project development stage. Moreover, the project outcomes and outputs identification was also carried out involving relevant government agencies. The result of the project complemented Government of Indonesia's priorities and development strategy. Being a signatory of the CBD and other global environmental conventions, the Government of Indonesia is committed to biodiversity conservation. This project will support the 2003 Indonesian Biodiversity Strategy and Action Plan (IBSAP). It also supports implementation of conservation area management involving local communities and other relevant partners. Therefore, Government of Indonesia has ownership in this project.

98. The project will contribute to safeguarding the PA ecosystems and environment by enforcing sustainable and effective PA Management and addressing risks related to it by creating an environment for economic development in the area. The Project has been considered to provide positive effects. The local communities received many activities that have changed their understanding and behaviours on environmental protection. For instance, school students in Tangkoko were educated about biodiversity management and they were also provided free books. Local communities who are engaged in CCA programme have received alternative livelihoods that are in line with conservation programme under the EPASS project objectives. The local communities in BNWNP have realized to not damage the forest by overexploiting rattan plantations. At project board level and site level, women were considered very pivotal to be engaged. They played important roles in certain activities under Outcome 1 and Outcome 3. Some data and information about gender inclusion and mainstreaming in the EPASS Project were also identified although the data were segregated or siloed.

4.3.7 Gender Equity and Women Empowerment/Cross-cutting issues

99. The project made provision of providing approximately US\$135,000 in micro-enterprise grants each year. Members of beneficiary groups will be directly impacted and emphasis was made to ensure a high level of participation of women within such groups. Besides, communities will also benefit from improved ecosystem service associated with reduced level of degradation of local resources. The project has given priority to women and girls to encourage them to participate in programs and expect that the significant number of women and youth will be involved in the micro-enterprise grants program. Since, the micro-grants program was just initiated and still more to be initiated, it is early to mention on its impact to women or contribution to empowerment of women economically. There was no specific program to empower women to build leadership and influence decision making. Since, women had to involve in collection of firewood or forest foods, the alternative economic development and livelihood programs may reduce their drudgery. The livelihood and economic development programs could have long term impact in women. Besides, policies and instruments designed to increase tourism will also benefit local communities through opportunities for home stay, guiding etc. The programs were implemented through local level participation and in implementation also considered gender dimensions. Special attention was given in gender equity and in particular ensuring full participation of women in consultations on integrated natural resource management and land-use planning processes, with a gender

disaggregated monitoring and evaluation mechanism. The generation of awareness among the local communities and formation of community groups to support biodiversity conservation will also contribute to mainstream UNDP priorities, including climate change mitigation/adaptation, improved PA governance, disaster prevention. The capacity enhancement activities enhanced capacity of PA management and economic incentives programs contribute to poverty alleviation.

4.3.8 GEF Additionality

100. This project is able to mobilize co-financing amounting US\$ 4,31,81,560 for its activities from government and other partners. Mobilising these co-financing also mobilized government's mechanism and expertise of UNDP and local NGOs. Important habitats of endangered species were in threat due to encroachment, illegal hunting and trade of wild species, deforestation and pollution. But due to budget limitation government was not able to enhance capacity of PA management and improve surveillance to control the threats. GEF funding helped to enhance management and planning capacity of the PA management. It also helps to arrange sustainable funding for PA management. Moreover, improved monitoring and involvement of local communities and NGOs helped to reduce encroachment and other threats. For long term sustainability of these outcomes, it was necessary to improve economy of the local community. The project through micro-finance contributed in improving household economy of local communities and also enhances awareness. Since, women are key players in household activities and specifically farming and firewood collections, micro-finance given more priority to women. Information generated from the research and monitoring activities will encourage evidence-based planning and budgeting. Such information will also help in improving programs and policies. Increased capacity of the government personnel and improved awareness among local communities and their participation in conservation activities will have long term effect making conservation sustainable. Enhanced capacity of the national government will also contribute to improve PA management and biodiversity conservation in other PAs of Indonesia. Sharing of lessons from successful conservation model to wide audience benefit PA management of many countries.

4.3.9 Catalytic Role and Replication

101. Success of participatory PA management in reducing threats and making sustainable financing in these three PAs has indicated that the approach can work in Indonesia and could be replicated in broad area including all other PAs with similar status. The integrated approach of capacity enhancement, arrangement of sustainable financing, improved surveillance, community involvement protection, establishment of knowledge base for evidence-based management and local economic development activities provide a solid model of success and that it may influence future project design in the country.

102. Lessons learned with up-scaling needs to be replicated in other vulnerable protected areas of Indonesia. The project contributed to enhance capacity of national level planners also this will help to strengthen management efforts and also make replication easier. Government agencies, local government institutions and community-based organisations and local communities expressed interest to replicate lessons from this project in wide areas.

103. Besides Indonesia, the learning from this project could be useful for other countries with similar threats. Hence for the benefit of the projects and for replication in other areas, the project disseminated lessons learned to a wide audience through various means like report distribution, information sharing through different networks, shared with other GEF and UNDP projects, international networks and other institutions.

104. The project conducted meetings and workshops with government officials and other stakeholders. Similarly, exposure visits were conducted for conservation workers and CCA members. The awareness generation among line department, government agencies and other stakeholders will play a catalytic role to replicate lessons in other biodiversity rich areas. In addition, another GEF project is currently in the development stage and expected to build on the outcomes of this project, especially to support forest biodiversity conservation and conservation management. The project was developing an exit strategy (not finalised at the time of TE).

4.3.10 Impacts

Table 6 provides a review of the likelihood of outcomes being translated into intended impacts.

TABLE 6: Review of outcomes to impacts at the end of project situation

Component	Findings	Review of Outcomes to Impacts
Site Level Outcomes		
Outcome 1: Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system	<ul style="list-style-type: none"> • Capacity development strategies and action plan drafted. • Various trainings, workshops, interactions conducted to enhance knowledge • Protected Area Management Plans were revised and updated. • Restoration of degraded areas was done in some project sites. • Training conducted to implement RBM. • RBM guidelines regulation drafted and submitted for approval. • RBM implemented in several resorts, • Baseline of poaching and wildlife trade developed. • Community based field information system on wildlife trade and poaching established. • Monitoring and management of Yaki (<i>Macacanigra</i>) was conducted in Bacan Island Central Halmahera North Maluku province. • Tangkoko NR and Bitung City Government issued a local government regulation on wild flora and fauna protection and anti-poaching issues. • BNWNP established and activated a call center for quick response in handling forestry crimes and anti-poaching crimes. • In KPHK Tangkoko, a task force for combatting illegal wildlife trade in Bitung City was formed. • Online Knowledge Sharing Platform for Biodiversity was developed. • Field Technical Guidelines for Biodiversity Monitoring was developed. • The Project supported the launching of the new National Park - Gandang Dewata by developing publication and promotional materials. • Conducted a survey on Maleo bird nesting ground in Muara Pusian, BNWNP. 	BC (Likely)

Component	Findings	Review of Outcomes to Impacts
<p>Outcome 2: Financial sustainability of the Sulawesi PA system</p>	<ul style="list-style-type: none"> • Conducted activities to explore and identify potential economic value of national parks. • An Economic Valuation of Ecosystem Services in three sites was conducted. • The Sulawesi PA financing system has been moving towards a healthier and more sustainable financial system, indicated by the increased score of Financial Sustainability Scorecard by the end of the project. • Business plan for Bogani Nani Wartabone NP, Lore Lindu NP, and KPHK Tangkoko have been completed. The development of the business plan is useful to: (1) understand the existing conditions of costs and funding as well as the gaps in each landscape, (2) understand the effectiveness of the use of costs that have been implemented so far, and (3) identify alternative sources of funding available to support sustainable management in the area. • An increased investment to finance the Sulawesi PA system has been showed by the increase of budget allocation to 25% from the baseline. • From the results of project implementation, the Ministry of PPN/BAPPENAS has raised various funding mechanisms and strategies to national policy level both in the 2015-2019 RPJMN and in the 2020-2024 RPJMN • Workshops, public consultation, and seminar on conservation area, business model study and financial sustainability were conducted. • The Ministry of PPN/BAPPENAS has conducted a pilot project for sustainable financing implementation in TNBNW. • The Project has supported the Ministry of PPN/BAPPENAS for promoting two new financing mechanisms for biodiversity conservation programs. 	<p>BC (Likely)</p>

Component	Findings	Review of Outcomes to Impacts
<p>Outcome 3:Threat reduction and collaborative governance in the target PAs and buffer zones.</p>	<ul style="list-style-type: none"> • The project has conducted METT Assessment Workshops at three project sites. • A Strategic Action Plan for Strengthening Management Effectiveness and Threat Reduction and METT for three project sites was developed • The Project helped to increase capacity development of staffs on SMART patrol, data gathering, regular and functional patrols in LLNP and Tangkoko NR. • The Project continued support LLNP authority to prevent further mining activity through monitoring and routine patrol in the area. • The Project conducted activities to restore a 15 hectare fragmented and degraded land caused by illegal mining. • Contributed in issuing map for Ecosystem Restoration Plan in Sulawesi. • The Project developed the Field Technical Guidelines for Biodiversity Monitoring and the Handbook of Field Sampling Protocol for Biodiversity Monitoring of Key Species. • The Project supported monitoring, training, patrolling with camera traps for 150 personnel in three project sites. • The Project also conducted a habitat survey on tarsier in LLNP, and helped the development of blueprint design of Maleo Sanctuary in Saluki, LLNP. • In Tangkoko, the E-PASS Project did mapping survey of Maleo nesting location, and installed 30 camera traps. • The Project undertook a mapping activity to identify potential PAs buffer zones, land use, and boundary condition. • Restoration of a-15 ha degraded area from illegal gold mining in Dongi-Dongi, LLNP was completed. • Survey of floral diversity, environmental services, and community activities mapping in the traditional zone of LLNP was held. • An amount of US\$ 600,000 was allocated for micro-grants with priority to women, for CCA activities in three PAs. • Established partnership with local partners to develop a joint action plan on collaborative governance system in Gorontalo and Kotamobagu buffer zone area. • Eco-tourism training for community in buffer zone areas of BNWNP and Gorontalo was conducted. • Conducted several activities to enhance capacity for CCA. 	<p>BC (Likely)</p>

105. TECs found local people very much aware of the importance of biodiversity and forest restoration. Also, the local and central government officials were very much sensitized on the issues of deforestation, evidence-based planning and importance of biodiversity. Awareness generated among the community members was resulted in them planting trees, involvement in conservation activities and decrease in poaching. This project also helped to initiate coordination between different government agencies, NGO and community organisations which is very important for promoting an integrated approach and helps to bring together expertise from diverse fields. Similarly, TECs observed that micro-finance grants were helping to improve household economy of poor household from the adjoining areas. These indicate that the expected impacts are taking place in the project areas.

106. Implementation of project activities in each project site, increased awareness among the local government and community groups and helped to initiate evidence-based management that help to address forest fragmentation, deforestation, soil erosion, desertification and drought risks. TECs

were not able to witness the changes on the ground due to COVID-19 pandemic. If support from the community groups and local government and national government continue their commitments to improve status of the forest and biodiversity then the targeted goal will be met.

107. Implementing project activities through communities' participation increases awareness and builds capacity and improves the likelihoods of sustainability of initiatives. Documentation and dissemination of information on project activities helped to share knowledge for benefit of large population from various countries with deforestation and biodiversity in risks. Similarly, improvement in legislation addressing participation of local communities in PA management will help to mainstream conservation in development practices for mitigation of such risks.

As a result of the review of outcomes to impacts, the overall likelihood of impacts being achieved is all **Moderately Likely**, hence the project is expected to achieve most of its major environmental objectives, and yield satisfactory environmental benefits by managing PAs and its effectiveness is evaluated as **Moderately Satisfactory**.

4.3.11 Ratings

108. As per UNDP guidelines, the TE ratings are consolidated in Table 7 below.

Table 7: Terminal Evaluation's Rating Project Performance

Criterion	Comments	Rating
Monitoring and Evaluation		
Overall quality of M&E	The design of M&E was up to standard with a fully itemised and cost plan included in the project document covering all the various M&E steps including the allocation of responsibilities. But the feedback mechanism could be improved.	Satisfactory (5)
M&E design at project start up	As above.	Satisfactory (5)
M&E Plan Implementation	M&E implementation was satisfactory in case of internal monitoring while monitoring of progress and impact was weak. Weak progress monitoring affected adaptive management with impact on decisions making. Similarly, in the latter part COVID-19 pandemic situation also affected this.	Satisfactory (5)
IA & EA Execution:		
Overall quality of project implementation/execution	The Project implementation was slow at the beginning and was improved later but again due to COVID-19 pandemic it was affected. Due to these some of the activities were not completed by the time of TE. Similarly, there was a room for more technical feedback for improvement in time and quality of outcome. This also affected adaptive management practice.	Satisfactory (5)
Implementing agency execution	MoEF integrated team exhibited drive to meet the targets and be able to some extent but some of the activities were not completed and also approvals of some policy documents were not completed. There is still room for up scaling activities and also in some cases opportunities for technical improvement remains.	Satisfactory (5)
Executing agency execution	The executing agency linked very well with MoEF; and was very actively involved in project guidance especially at the project board level and provided some level of supervision and backstopping to the Project. But there were some weaknesses in identifying constraints and providing feedbacks for addressing issues.	Satisfactory (5)
Outcomes		

Overall quality of project outcomes	Overall quality is of the good order (for those that were complete).	Moderately Satisfactory (4)
Relevance	The project intervenes to conserve globally important biodiversity rich area i.e. Sulawesi forests, is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats.	Moderately Satisfactory (4)
Effectiveness	A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Likely.	Moderately Satisfactory (4)
Cost-effectiveness (Efficiency)	Project management costs were higher than the allocated budget and expected outcomes were not completely achieved by the time of terminal evaluation. Similarly, activities implementation was slow in the beginning and also due to COVID-19 in the late part of the project. Due to that some activities were not completed.	Moderately Satisfactory (4)
Sustainability:		
Overall likelihood of risks to Sustainability	There are some risks but since stakeholders are aware, strengthened and committed it is assumed that these risks will not take place or could be handled.	Likely (4)
Financial resources	Good – Central government, local government and community-based groups showed long-term commitment to the area and there is evidence of considerable technical, policy and some financial commitments from the government.	Likely (4)
Socio-economic	Solid – beneficiaries showed increased awareness and changed behaviours linked to threats to biodiversity and forest management.	Likely (4)
Institutional framework and governance	Institutionally good through strengthened capacity and support from senior staff in the government both at local and central levels. Community institution and local government strengthened.	Likely (4)
Environmental	The project itself is designed to address environmental risks and other than unpredictable ones there are no evident risks. Some risks related to poaching and deforestation exists but that will also come under control once community groups become more active. The project had activities to address poaching, deforestation and managing PAs through community involvement.	Likely (4)
Impact:		
Environmental status improvement	Improved land management; generation of information on biodiversity, poaching, deforestation and practicing of sustainable PAs management with local participation and development of knowledge base and enhancing of capacity of government and other agencies for evidence-based planning was satisfactory. Similarly, policy recommendation on RBM and development of Sustainable financing plans for PA management will support long term management of PAs. Efforts made to improve environment but the environment status improvement is minimal at the moment.	Minimal
Environmental stress reduction	Plantation in degraded areas, development of corridors, formation of community groups for conservation and capacity enhancement of local government and community organisations reduces environmental stress. Similarly, development of RBM regulations and sustainable financing strategies for PAs will make conservation efforts sustainable for long run. Involvement of community will also create stewardship for the conservation of the biodiversity of the Sulawesi. Moreover, awareness generation on local communities and at government level also creates an environment for proper management of PAs. At the moment reduction of environment stress is minimal but in long run it is expected to reduce stress.	Minimal

Progress towards stress/status change	Generally good – formation of community groups for conservation of forest and biodiversity, improvement in monitoring system and anti-poaching programs and incentives mechanisms is expected to contribute in reducing threats to biodiversity. Community groups already started contributing in tree plantation in degraded land and also participating in monitoring of illegal activities. These indicate initiation signs of progress towards stress reduction and improvement in forest and biodiversity management. These activities will take time to show impact and at the moment impact is minimal.	Minimal
Overall Project Results		Moderately Satisfactory

Achievement of Project Output & Outcome

109. This section provides an overview of the main achievements of the project. Considering the results achieved under each of the outcomes, and the progress towards the overall objective, the project effectiveness is rated as **Moderately Satisfactory**. The E-PASS project generated numerous significant results, meeting several of the planned accomplishments. The project objective was stated as “*to strengthen the effectiveness and financial sustainability of Sulawesi’s protected area system to respond to threats to globally significant biodiversity.*”

Based on the respective indicators and overall level of progress toward the three outcomes, the outcomes rating are as follows:

The project supported community-based PA management by incorporating activities like policy reform, evidence-based planning, rehabilitation of degraded areas, awareness generation, capacity enhancement of institutions involved in PA management, improving monitoring activities, increasing protected areas, reducing poaching and forest degradation and sustainable PA financing. These approaches were applied in three pilot PAs and successfully demonstrated a participatory approach of Resort-Based Management with cooperation from government staff and local communities. Most of the project outputs are ranked individually as **Moderately Satisfactory**; hence overall the achievement of outputs and activities is evaluated as **Moderately Satisfactory**. Many of the project outcomes are also achieved as per planned, hence achievement of outcomes of the project is also rated as **Moderately Satisfactory** and overall project is also rated as **Moderately Satisfactory**.

5 Main Findings, Conclusion, Recommendation & Lessons Learned

5.1 Main Findings

Outcome 1: *Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system*

Output 1.1: Capacity of the Ministry of Forestry strengthened to fully operationalise the “Resort-based management” system for implementation in the national, and particularly in Sulawesi’s PA system, including all categories of PAs

1.1.1 Development of PA management standards and individual performance monitoring systems for different categories of PAs.

Status: Completed

- Online Knowledge Sharing Platform for Biodiversity was developed for monitoring and reporting of biodiversity-related data. The URL for the platform is <http://www.E-PASSbis.org/>.
- Regulation on RBM Guidelines has been developed to increase effectiveness of resort-based national park management but this guidelines lack legal support. *The final draft of RBM Guidelines Regulation was awaiting the approval from the Director General of Conservation of Natural Resources and Ecosystem Conservation.*
- Monitoring and evaluation of SMART RBM and SMART Patrol have been carried out in KPHK Tangkoko. In BNWNP, training on data analysis for SMART RBM operators was undertaken. In LLNP, SMART (patrolling) monitoring for biodiversity species was also accomplished.
- RBM in BNWNP has been implemented in 11 Resorts (100%) and has improved 1 to 2 levels since 2016; RBM in Tangkoko Batuangas NR has been implemented in 2 Resorts (100%) (Batu Angus dan Batu Putih) and has improved to level 6 since 2016; and RBM in LLNP has been implemented in 3 resorts, namely Resort Simoro, Resort Doda, and Resort Toro.

1.1.2 Training for enhanced law enforcement.

Status: Completed

- MoU Agreement between BNWNP and law enforcement agencies (police, attorney, GAKKUM, armed forces, and court) in Bolaang Mongondow Regency and Bone Bolango Regency was done.
- BNWNP in partnership with E-PASSS activated and established a call center for quick response in handling forestry crimes. In the National Park, a workshop on illegal wildlife trade and poaching and conservation of species was conducted. In KPHK Tangkoko, a task force for combatting illegal wildlife trade was established in Bitung City. E-PASS Tangkoko and Bitung City Government successfully issued a local government regulation for wild flora and fauna protection. In LLNP, a task force for anti-poaching was also formed to gather information on illegal trade or poaching of wildlife and monitor the project site.
- *80% intelligence-based anti-poaching baseline level was achieved, and the intelligence-based anti-poaching via SMART RBM has become a well-known feature in PA/Resort Management.*

1.1.3 Development of capacity development strategies and action plans for strengthening management effectiveness.

Status: On going

- *This activity has not yet been achieved (on-progress to finalize) because a regulation for operating resort in KSA, KPA, and TB (setditjen KSDAE) was still in a draft form and there is no further progress on approval of the draft regulation.*
- The RBM Guidelines is included in the Strategic Plan of Directorate General of Forest Protection and Nature Conservation (PHKA) 2009-2014, *but it was not approved so RBN has no legal ground yet.*
- Some capacity development activities were conducted. E.g. RBM training was conducted as an effort to increase the effectiveness of RBM implementation in project sites. A GIS training was also organized in LLNP to increase capacity and skills of staffs.

1.1.4 Clear and well-tested guidelines for community engagement and co-management.

Status: On going

- *This output has to wait to progress because the Regulation on RBM Guidelines was not approved. A decision letter for RBM implementation in the E-PASS's three PAs was signed in March 2018.*
- RBM workshops were conducted as an effort to increase the effectiveness of RBM implementation in project sites. Outcomes of the workshops were used as: (i) a baseline of RBM guidelines, (ii) to analyze gaps in the existing RBM policies, and (iii) to find the potential of selected resorts as a RBM model.
- Community Conservation Agreement (CCA/KKM) was adopted in the E-PASS's three PAs with a total of 46 CCAs.

1.1.5. Establishment of incentive mechanism for resort-level innovation.

Status: On going

- *Under the Regulation on RBM Guidelines, there is an incentive mechanism that will be given to resorts, but as the Regulation was not approved this has not moved ahead.*
- Incentive mechanism was found linked with the intelligence-based anti-poaching features in PAs management. However, *there was no evidence of incentive mechanism for RBM.*
- Another incentive mechanism was small-scale grants assistance for community groups that are members of CCA/KKM. However, *during the COVID-19, some activities under the agreements executed by the groups were hampered.*
- The project has signed 46 community conservation agreements to implement conservation activities in the 3 project sites, and many of them have been supported to develop their micro small enterprises through the grants.

Output 1.2 An island-wide system for biodiversity, key species and habitat condition monitoring established with science-based survey mechanisms, protocols for monitoring, robust biodiversity indicators and with all necessary tools and capacity installed within the Directorate of Biodiversity Conservation and partner organisations

1.2.1 Institutionalization of the island-wide mechanism for biodiversity monitoring and management, a species and habitat condition monitoring system.

Status: Completed

- A protocol of database team for operating E-PASS BIS was finalized and ready to use for all staffs in resort level and MoEF as a guideline.
- *E-PASS BIS (www.E-PASSbis.org) is not regularly updated by the project. It is free to access by all users as a gateway for biodiversity information in Sulawesi.*
- Budgeting, planning, and monitoring process of the island-based biodiversity has been implemented.

1.2.2 Collection and management of monitoring data through improving the existing monitoring & reporting process.

Status: Completed

- An Online Knowledge Sharing Platform on Biodiversity was developed based on a series of workshops with an aim to identify current protocol in monitoring and reporting system of biodiversity-related data.
- A training for E-PASS Biodiversity Information System (BIS) operators was conducted on May 29, 2019 in Manado with aim of finalizing the protocol of biodiversity operation

database. As a part for biodiversity information sources, the E-PASS Project also developed a situation room for the Directorate of Biodiversity and Conservation.

1.2.3 Publication of national standards for PA-related data.

Status: Completed

- *It was not clearly justified in the reports because there was no information about national standards used as a guideline for PA-related data publication.*
- However, it is well noted that the E-PASS Project increased database or activities visibility through publications and communications in local media within period 2016-2019 but the publications in a year of 2020 have been very limited.
- The project supported the launching of the new national park - Gandang Dewata by developing publications and promotional materials.
- Two important websites: <http://www.E-PASSIndonesia.org> and <http://www.E-PASSbis.org> were the main sources of E-PASS biodiversity information and database. Local and national publications at certain newspaper and well-known websites were also carried out.
- The project also produced knowledge materials like: i) Economic Value of Ecosystem Services in Bogani Nani Wartabone and Lore Lindu National Parks & Tangkoko Batuangus Nature Reserve, Sulawesi: Making the Case for Enhanced Investments in Protected Areas, and ii) Prosiding Konsultasi Publik: Kajian Kelayakan Pendanaan Berkelanjutan pada Kawasan Konservasi di Indonesia.
- Social media coverages identified are:
<http://www.E-PASSIndonesia.org>
<http://www.E-PASSbis.org>
<https://www.facebook.com/E-PASSulawesi>
<https://www.twitter.com/E-PASSProject>
<https://www.youtube.com/channel/UC1f6wj1lvCdhHkLAPM7geiA>

Output 1.3: Intelligence-based poaching and wildlife trade surveillance system operationalised through establishment and operations of a Sulawesi-based unit.

1.3.1 Establishment of a decentralized (Sulawesi-based, intelligence-based poaching and wildlife trade surveillance) unit in Sulawesi; at a location to be determined.

Status: On going

- *This output has not yet accomplished because there is no data on the establishment of a decentralized unit on intelligence-based poaching and wildlife trade surveillance.*
- However, the E-PASS Project conducted a Baseline Study on Poaching and Wildlife Trade in Sulawesi. One of the important recommendations from the study was need of establishment of Wildlife Crime Unit in the project sites.
- Intelligence-based anti-poaching via SMART RBM became a well-known feature of PAs management. However, the *determined baseline has been only achieved 80%* in 2019, it means that the program is very limitedly applied across Sulawesi.
- The project and Bitung City Government successfully issued a Local Government Regulation for wild flora and fauna protection and anti-poaching issues. A MoU between BNWNP and law enforcement agencies (police, attorney, GAKKUM, armed forces, and court) in Bolang Mongondow Regency and Bone Bolango Regency was done.

1.3.2 Development of an island-level capacity to monitor, analyse and, working in co-operation with PA management authorities, confront poaching and wildlife trade across the island

Progress:Partly Completed

- Database protocol for operating E-PASS BIS was finalized and ready to use for all staffs at the resort level and MoEF as a guideline.
- *Under E-PASS BIS, all budgeting, planning, and monitoring of the island-based biodiversity were not completely implemented.*

Output 1.4: Spatial arrangement of the Sulawesi PA system improved based on the terrestrial PA system consolidation plan (including corridors, area expansion and boundary rationalization) for Sulawesi and integration of the plan into the provincial land use plans.

1.4.1. Improved spatial arrangement of the Sulawesi PA system based on development of a terrestrial PA system consolidation plan (corridors, area expansion and boundary rationalization).

Status: On going

- *This activity was still ongoing and staffs were working on the spatial arrangement in LLNP.*
- LLNP made a draft design about spatial planning system for the conservation area in Sulawesi in line with proposed action plan and consolidation plan. Similarly, Tangkoko set a Conservation Forest Management Unit (CFMU) through MoEF Decree No SK. 748/menlhk/setjen/PLA.0/2016 and Tangkoko successfully prepared wild animal corridor in protected forest of Wiau and Klabat Mountain.
- Furthermore, in Tangkoko Nature Reserve (NR), for proposing adjustment of Tangkoko Batuangus NR area based on its functions, the project supported study of this NR which suggested to expand the Southeast part of Batuangus Nature Park up to 400 ha. In addition, the establishment of the Gandang Dewata National Park with an estimated area of 79,342 ha in West Sulawesi was assisted by the E-PASS project (initiated design work).

1.4.2 Toward establishment of potential protection forest as new low land tropical forest national park.

Status: Completed

- This activity was achieved through the establishment of the Gandang Dewata National Park. The E-PASS project assisted the issuance of Minister of Environment and Forestry's Decision Letter (SK Menteri LHK No.773 (MoEF Decree No.SK.773/Menlhk/Setjen/PLA.2/10/2016 with a date of 3 October 2016) concerning on the designation of Gandang Dewata NP that covers about 79,342 ha area in West Sulawesi.
- LLNP also made a draft design about spatial planning system for the conservation area in Sulawesi, which was in line with proposed action plan and consolidation plan. Tangkoko has prepared wild animal corridor in protected forest of Wiau and Klabat mountain.

The outputs has achieved some of its major targets (some still not completed or few not initiated), and yielded some global environmental benefits, with some shortcomings. These outputs can be presented as “average practice” and is rated as **Moderately Satisfactory**. The project has accomplished several activities that were required to make PA management sustainable by providing a viable long-term security to forest and biodiversity and local ecology from deforestation, over exploitation, poaching, habit loss etc.; hence the outcome achievement is rated as **Moderately Satisfactory**.

Outcome 2. Financial sustainability of the Sulawesi PA system

Output 2.1: An environmental economic case study is made to increase investment in the PA system.

2.1.1. Increasing investment in the PA system by quantifying the value of Sulawesi's PAs in terms of the full range of ecosystem goods and services being provided.

Status: Completed

- An economic valuation of ecosystem services in three project sites of Sulawesi was conducted by the E-PASS project. It was done by using the economic valuation TEEB (The Economics of Ecosystems and Biodiversity) method. The valuation findings revealed that the value of ecosystem services in the three project sites were: US\$ 36.29 million in Bogani Nani Wartabone National Park, US\$ 32.32 million in Lore Lindu National Park, and US\$ 10.02 million in Tangkoko NR. Conclusions that could be drawn were: i) the economic value of ecosystem in Sulawesi's PAs was very high at the same time, ii) the economic dependency of the community in the buffer zone areas toward the PAs was equally high, iii) the economic loss of the local government because of insufficient investment in PAs was high.
- Referring to Component 2.1, the Ministry of PPN/BAPPENAS is pushing policy changes at the national level to support an increase in financial sustainability scorecard value. The Planning and Information Performance Collaboration Information System (KRISNA) managed jointly by Ministry of PPN/BAPPENAS, Ministry of Finance, and Ministry of PAN RB, was utilized for financial monitoring. The Ministry of PPN/BAPPENAS has raised various funding mechanisms and strategies at the national policy level in the 2015-2019 RPJMN and in the 2020-2024 RPJMN, which includes provision of 1) the assistance to Directorate General of Natural Resources and Ecosystem Conservation and the Ministry of Environment and Forestry in preparing an annual work plan and financing plans, and 2) the increment in staff capacity within PAs management planning and budgeting management.
- Potential financing mechanism was studied and blue print developed on alternative biodiversity funding, resource mobilization plan for biodiversity conservation, PAs management system enforcement, and a recommendation on policy improvement to support investment in PAs.
- The project has already prepared a report on potential financial mechanism for conservation area management in Sulawesi, which included the blue print of alternative biodiversity funding (non-State Budget/ non-APBN) and policy recommendation for supporting investment plan.

The target for Financial Sustainability Scorecard :

- Component 1: 50%
- Component 2: 50%
- Component 3: 50%

The project has achieved score as below:

- Component 1: 58%
- Component 2: 64%
- Component 3: 56%

The score has surpassed the target.

- In terms of the investment, it has been assessed an increased of financial investment in Sulawesi PA system from the Foreign Grant and Islamic Bond (SBSN). The total foreign grant for Sulawesi system in 2019 was US\$1,042,521, increased significantly compared to the baseline US\$416,667. The SBSN is a new instrument introduced to increase the financial investment which in 2019 Sulawesi received US\$770,049 (the baseline was zero).
- Budget tagging in KRISNA (*Kolaborasi Perencanaan dan Informasi Kinerja Anggaran*) system andin BIOFIN (Biodiversity Finance Initiative) has been established to track and tag the expenditures. Support from several International Institutions and organizations have already been accommodated and included to the Government Development Plan.

Output 2.2: Sulawesi island-wide PA System Financing Plan is developed, projecting the financial needs for PA management and expansion over the next 10 years and outlining the strategies for meeting these needs from both cost and revenue points of view.

2.2.1 Developing Sulawesi island-wide PA System Financing Plan.

Status: Completed

- According to prodoc: Annual budget allocated to protected areas increased 25% equivalent to approx. \$15 million. There has been an increased of annual budget allocation to the Sulawesi PA system for 35% from year 2015 (baseline) to year 2020 (EOP). The annual budget is equivalent to US\$ 18.9 Million (Rp265 Miliar).
- The PA System Financing Plan was developed in line with the national government regulations and policies. *Still the Plan needs to be fully evaluated (Plan needs improvement) to meet the existing systems called Standard for General Cost (SBU/Standar Biaya Umum).* In this regards, BAPPANAS mentioned that PA System Financing Plan is an integral part of the business plans that have been established. The Plan has referred to the annual budget allocation which already meets the Standard for General Cost (SBU/Standar Biaya Umum).
- Each PA has a 10 year management plan and a 1 year annual work plan, which also contain a detailed budget. However, adequate funding for core activities was not always allocated and this need to be improved. In this regards, BAPPENAS mentioned that an alternative funding has been identified and assessed within the business plan). Furthermore, the financial data and associated business plans were included in the RPJP (Rencana Pengelolaan Jangka Pendek) and Rencana Pengelolaan Taman Nasional (RPTN).
- In order to formulate a Strategic Financing Plan for PAs, the E-PASS Project reviewed the economic valuation and potential financing mechanism reports. Public consultation on the sustainable financing mechanism with a purpose to formulate PAs' strategy and financial planning was conducted.
- Component 2 (effective business planning and financing management) showed the increase in annual budget allocation starting from 35% at the baseline level (2015) to 49% in 2020 (EOP) which was only 1% less from the end of the project target level. The annual budget is equivalent to US\$ 18.9 Million (IDR265 Billion).

2.2.2 Study on financial needs for effective management and development, based on PA management plans.

Status: Completed

- Highly qualified consultants were recruited to collect baseline data and information in three project sites. The data was used for a study of Comprehensive Economic Valuation of Sulawesi PA System.
- Business plan that has been established based on PA Management Plans and projected revenues and costs have been completed for TNLL, TNBNW, and KPHK Tangkoko. We suggest the evaluators to include findings from the business plans
- All the PAs have management plans and the plans are used for its annual programming and budgeting

2.2.3 Pilot implementation at site and/or sub-system level in Sulawesi to identify appropriate mechanism on PA financing system.

Status: On going

- *This output was still under process to finalize implementation because the piloting of PA financing system is hampered due to the COVID-19 pandemic.*
- The project partnered with the provincial conservation authorities to allow and encourage the communities in the two sites to utilise sugar palm trees integrated with agroforestry system within the recreational forests as a source of livelihood alternative.
- The Ministry of PPN/Bappenas is conducting a pilot project for sustainable financing implementation in BNWNP, focusing on the brown sugar financing mechanism through the concept of agroforestry. It is planned to make a conservation partnership agreement (CCA) in the BNW landscape, including park management, agroforestry community group, and Forest Management Unit. While commenting on the draft TE report, BAPPENAS claimed that the piloting in TNBNW focusing brown sugar financing mechanism is completed.

2.2.4 Initial implementation of the financing plan as well as development of diversified financing mechanism.

Status: Ongoing

- The project supported BAPPENAS in recruiting 3 consultants at second quarter of 2017 in order to formulate sustainable financing mechanism in BNWNP.
- *This output is still not initiated and was in the process of formulation and it is expected that after the improvement of COVID-19 pandemic situation, the piloting of financing plan will be initiated from BNWNP.* Latter, through the comments in the TE reports, BAPPENAS informed that the initial implementation of financing plan referred to the implementation on TNBNW has been completed.
- The project team appointed ICRAF to identify some financing models for implementing in the three project sites *but study was conducted only in BNWNP. By the time of TE, the consultants were not able to decide the financing model to pilot.* According to BAPPENAS, there was an agreement with ICRAF to only focus on one site: TNBNW since the business plans for TNLL and KPHK Tangkoko had not been completed at the time of pilot implementation.
- The project supported the Ministry of PPN/Bappenas in promoting two new financing mechanisms for conservation and biodiversity programs by (1) channeling fund from Surat Berharga Syariah Negara (SBSN) for protected areas system, and (2) mainstreaming protected areas issue into the national priority program. Both mechanisms successfully has increased funds for PAs within the last three years. The SBSN is a new instrument introduced to increase the financial investment which in 2019 Sulawesi received US\$770,049 (the baseline was zero). In 2020, Sulawesi received US\$1,265,140.

- The PMU informed that the E-PASS Project identified the financing model for TNBNW as a pilot project including promotion and utilization of NTFP, strengthening the community partnership in the local level, and formulating the trust fund. The business model also took into account the participation of private sector in the supply-chain. The financing model for the TNLL and KPHK Tangkoko included ecotourism.

Outcome 2.3: Diversified revenue generation mechanisms and other financing sources for PA management.

- Target in Prodoc was to develop at least two new sustainable financing mechanisms for PA management, which can provide a minimum of US\$ 3 million per year for PA management. As informed by the BAPPENAS, two new financing mechanisms/policies have been introduced to leverage the budget allocation for PA system: the role of conservation as well as Islamic Bond for conservation to the national priorities (social and economic development). These two mechanisms/policies have led to the budget allocation more than US\$3 million per year for conservation areas and biodiversity management in Sulawesi.

2.3.1 Development of an enabling policy/legal environment related to the identified instrument.

Status: On going (Through the comments in the draft report, it was mentioned completed)

To date, there was no specific policy or legal environment developed by the E-PASS Project for revenue generation, but financing mechanism for biodiversity conservation programs is proposed by the project which intent to mainstream conservation issues in national planning and financing practices so that it will arrange a provision of regular national funding. Latter commenting in draft TE report BAPPENAS informed that study on regulatory framework to support the PA financing system has been completed. The study was developed through technical meetings, consultation, and consensus building at local and national level. The study has been referred for the improvement of regulatory framework during the formulation of RPJMN 2020-2024.

- EOP assessment indicated that the score of component 3 (tools for revenue generation) increased dramatically from 28% to 56%.
- Through Component 2.1 (legal, regulatory and institutional frameworks), the Ministry of PPN/BAPPENAS is pushing for policy changes at the national level to support increase in financial sustainability value. During the project, the Ministry of PPN/BAPPENAS compiled studies related to regulations and policies needed to enable revenue streams to conservation areas from non-government funding sources. The Ministry of PPN/Bappenas also established the economic valuation for the three priority locations.
- Revenue generation is regulated under Regulation No .28/2011, which allows PAs to obtain fees from environmental services. More technical regulations are such as P8/2019 on *Pengusahaan Pariwisata Alam*, P4/2019 on *Pemanfaatan Jasa Lingkungan Panas Bumi*, and P18/2019 on *Pemanfaatan Air dan Energi Air*.
- Fair amount of sources and mechanisms to generate funds for PA system has been developed, such as SBSN/Green Bonds/Grant from Development Partners or Donors. However, it has not yet been to an optimal level.

2.3.2 Design, negotiation and formalization and operationalization of the mechanisms.

Status: Completed

- There is also a product of knowledge in identifying design, negotiation and formalization and operating mechanisms.

- The project prepared a report regarding potential financial mechanism for conservation area management in Sulawesi. A public consultation on the sustainable financing mechanism with aim to formulate strategy and financial planning of conservation area was conducted with outcomes of proceedings and books regarding sustainable financing mechanism for conservation area. Consultants from government, conservation and program business, and institutional policy and legal affair were recruited to formulate a sustainable financing mechanism.
- ICRAF consultants provided inputs on sustainable financing at the PAs with a recommendation about the institutional forms that would be exposed for sustainable financing mechanism, such as Foundations, Public Service Agencies, Trustee Institutions, and Environmental Fund Management Bodies.
- According to PIR (2020), the Ministry of PPN/BAPPENAS compiled studies related to regulations and policies needed to enable revenue streams to conservation areas from non-government funding sources. The project also supported the Ministry of PPN/BAPPENAS in promoting two new financing mechanisms for conservation and biodiversity programs by (1) channeling fund from Surat Berharga Syariah Negara (SBSN) for protected areas system, and (2) mainstreaming protected areas issue into the national priority program. Both mechanisms increased funds for PAs within the last three years.

2.3.3 Development of a national mechanism for monitoring, reporting and verification of services, and payment distribution mechanisms.

Status: Completed

- The total allocation for conservation in Sulawesi is Rp669 billion (US\$48,8 million) in 2019 and is Rp352 billion (US\$26 million) in 2020. Among those figures, in 2019 Sulawesi received SBSN for an amount of US\$770,049 (the baseline was zero). In 2020, Sulawesi received US\$1,265,140.
- This year, the Ministry of PPN/Bappenas has initiated (latter informed through comments in TE draft report that it is completed) development of a socioecological indicator to monitor and evaluate the effectiveness of Surat Berharga Syariah Negara as a source of protected areas financing.
- According to informants from BAPPENAS, MRV system of finance will be carried out by using KRISNA. In addition, there are various tools such as KRISNA (<https://krisna.systems/renjakl/2021/home-jumper>), RKAKL (<http://www.anggaran.kemenkeu.go.id/in/post/aplikasi-rkakl>) and SPAN (<https://spanint.kemenkeu.go.id/spanint/latest/app/>).
- Audits are conducted every year but not publicly disclosed. Inspectorate, BPKP and BPK have the capacity to conduct these audits.
- There is a government regulation on public information openness (transparency), especially on operational and investment cost. However, financial report for accounting and transparent system are still far below expectations (e.g. it cannot be accessed online).

2.3.4 Awareness and capacity building for decision makers, local government officials and local and indigenous communities, to ensure continuity of ecosystem service provision and payments, in the application of land-use to maximize ecosystem service provision and its continuity over time.

Status: Completed

- An Economic Valuation of Ecosystem Services in Sulawesi with a method of full economic valuation TEEB (The Economics of Ecosystems and Biodiversity) conducted which

recommended need of raising the level of awareness of Sulawesi's local governments on the financial sustainability. As a following-up, a draft of communication strategy was developed and discussed with relevant stakeholders and *is being revised based on feedback from stakeholders*.

- Workshop, seminars, and public consultation on business model study and financial sustainability were conducted involving government, community, private sector, NGO, media, academias, ecotourism players, and relevant institutions.
- Based on the latest BAPPENAS report on Sustainable Financing Mechanism, the score of this element is 2 (partially done), including: (i) guidance on cost-effective management developed and being used by PA managers, (ii) inter-PA site level network existences, such as Rakornis for PA managers to share information and best practices, (iii) no comparative studies results that can be used to track PA managers' performance, (iv) monitoring system of cost-effectiveness that was already established and used to measure the effectiveness of PA management, (v) no specific financial training and cost effective management.
- Communication campaigns were done through the social media of each PA sites to inform the public about PA fees and to raise awareness on the value of the parks.

The outcome of Financial Sustainability of PAs for improving status of forest and biodiversity and make conservation sustainable was achieved to some extent and still implementation of some of the activities were not initiated so the outcome is rated as **Moderately Satisfactory**. Similarly, outputs under this outcome have achieved some of its targets, and yielded substantial environmental benefits of local and global value through development of options for sustainable financing for PAs, with few shortcomings. The outputs can be presented as "moderate practice", hence is evaluated as **Moderately Satisfactory**.

Outcome 3. *Threat reduction and collaborative governance in the target PAs and buffer zones.*

Output 3.1: Integrated land use plans, including PA alignment, developed and implemented in two districts.

3.1.1. Examination of PA boundaries in the context of biodiversity and ecosystem service considerations for optimizing land uses within a broader landscape.

Status: Completed

- During the TE period, the E-PASS project and PAs' staffs visited buffer zones' resorts and various villages as a part of the effort to assess the condition of the PAs with assessment parameters, including: key species, potential and actual threats, and perceptions of local communities.
- The project developed the Field Technical Guidelines for Biodiversity Monitoring and the Handbook of Field Sampling Protocol for Biodiversity Monitoring of Key Species. The Project also helped to develop the Conservation Strategic Action Plan for *Macaca nigra* and Maleo (waiting for approval at national level/MoEF). The project conducted a socio-economic survey of selected communities in the buffer zones of KPHK Tangkoko, Bogani Nani Wartabone and Lore Lindu National Parks and found high extraction from the forests of BNWNP and LLNP by the communities who are highly dependent for meeting daily livelihood needs. To address the issue, the project has initiated approach of engaging communities through community groups (CCA). The project did mapping to identify potential buffer zones of the PAs, existing land use in those areas, and boundary condition of the PAs (project sites), including options for Biodiversity-Based Park Boundary.

- *A survey to monitor encroachment was not initiated yet* but with the help of functional patrol and smart patrol, the encroachment data was updated. Mapping for setting buffer zones and a socio-economic survey of buffer zone communities were completed in all three project sites.
- The project with the Directorate of Conservation Area, Directorate General of KSDAE issued a Map with information for Ecosystem Restoration Plan in Sulawesi on December 2018.

3.1.2. Biodiversity mainstreaming into planning process to enhance PA system sustainability.

Status: Completed

- The project facilitated the revision of the BNWNP, LLNP and KPHK Tangkoko Management Plan (2017-2026) in close consultation with the conservation authorities, communities from the buffer zones, provincial and local governments. The management plan for BNWNP and LLNP was finalized and approved by Ministry of Environment and Forestry whereas for KPHK the Plan was under review by MoEF.
- The project with the Directorate of Conservation Area Director General of KSDAE issued a Map for Ecosystem Restoration Plan in Sulawesi on December 2018. Draft on SRAK (Action Plan) Monyet Yaki (*Macaca nigra*) 2019-2028 was approved by MoEF, and Draft on SRAK (Action Plan) Maleo Senkawor in the process of approval from MoEF. The Standard Operating Procedure (SOP) for Maleo Nesting Ground Management in BNWNP was approved by the Head of BNWNP.

3.1.3. Participatory locally PA boundary maintenance using means such as native salak palm with thorns as well as edible fruits to act as a thick natural boundary wall.

Status: Completed

- The project in LLNP discussed with communities from the 3 villages on boundary plantation plans along the border of Protected Areas. The Project in LLNP encouraged and supported villagers from the buffer zone to use high value plants such as durian, nutmeg, resin, candlenut, and avocado as a PA natural boundary wall. In LLNP, Public consultation was held in Poso district to discuss on the revision of LLNP boundary in December 2017.
- To achieve the total control on encroachment, in Tangkoko NR following activities were conducted: i) awareness raising regarding boundary in the buffer zone of Tangkoko NR, and ii) encroachment activities reduction and planting non-timber forest species and CCAs implementation in Doda Village and Lempe Village. The E-PASS Project has supported activities to promote awareness on preventing forest fires and making fire break (living boundary plantation).

3.1.4. Establishment and/or revitalization of community managed conservation areas.

Status: Completed

- The project facilitated meetings with village authority, village conservation institution, community leader and customary institution to form CCA. The project established 46 CCAs in 3 project sites. Also, the project allocated an amount of US\$600,000 for micro-grants activities of CCAs in three PAs.
- The project conducted various activities to enhance capacity of CCA, including i) meeting and interactive activities for strengthening and revitalization of the local guides, ii) strengthening capacity of CCA, iii) coordination meeting with local governments and stakeholders, iv) training on entrepreneurship for CAA, v) capacity strengthening training

on ecotourism management, vi) strengthening capacity for CCA Maleo, vii) training for financial management, and viii) meeting on strengthening organizational capacity.

Output 3.2. PA site operation is strengthened.

3.2.1 Implementation of Resort-Based Management (RBM) at selected sites.

Status: Completed

- The project in BNWNP monitored and evaluated RBM testing in every STPN. The testing of RBM implementation in every resort was conducted in October and November 2017.
- For a particular activity, SMART RBM implementation in KPHK Tangkoko in January and February 2019 at Batuputih Resort successfully covered 26.32 km and 11 grids. In Batu Angus Resort SMART RBM implementation covered 36.34 km and 9 grids. In the second quarter of 2019, SMART RBM implementation covered 80.37 km and 25 grids.
- The project conducted a FGD with WCS to enhance the capacity of KPHK Tangkoko staffs and North Sulawesi BKSDA staffs. Based on FGD, successfully compiled 20 tally sheets as an input model for SMART RBM system and a workflow of SMART RBM implementation in KPHK Tangkoko.
- RBM in BNWNP was implemented in 11 resorts (100%) and improved to 1-2 levels compare to 2016; RBM in Tangkoko Batu Angus NR was implemented in 2 resorts (100%) and improved to level 6 compare to 2016; The RBM in LLNP was implemented in 3 resorts: Resort Simoro (baseline level 4), Resort Doda (baseline level 4) Resort Toro (baseline level 5) based on the assessment by WCS in 2016.

3.2.2 Biodiversity and habitat conditions monitoring.

Status: Completed

- To address a large scaled-illegal gold mining in Dongidongi LLNP, the project supported LLNP authority to prevent further mining activity through monitoring and routine patrol in the area.
- The project developed the Field Technical Guidelines for Biodiversity Monitoring and the Handbook of Field Sampling Protocol for Biodiversity Monitoring of Key Species.
- In BNWNP, the project organized maleo monitoring in Hugayono Muara Pusian Tambun. To support the monitoring effort, trainings on monitoring skill and camera trap analysis was given for 150 personnels in the three project sites. Monitoring and rapid assessment of key species was conducted in Tulubalo Resort BNWNP.
- Accordingly, the project in Tangkoko NR set up 17 camera traps in collaboration with WCS to have better monitoring of the selected species populations. Monitoring and survey of key species was also conducted on 12-15 September 2018 thru a RBM patrol in KPHK Tangkoko region.
- In Tangkoko Batu Angus NR, based on the 2019 monitoring and evaluation information, four locations of active spawning of maleo birds were identified.

3.2.3 Monitoring and combating of poaching and the wildlife trade with the support of the island-level unit.

Status: Completed

- In BNWNP, meeting on strengthening capacity and commitment of stakeholders on illegal wildlife trade was conducted on 13-14 December 2018. One of the significant outputs was the development of island-wide biodiversity monitoring system – E-PASS BIS (www.E-PASSbis.org).

- A MoU between BNWNP and law enforcement agencies (polices, attorney, GAKKUM, armed forces, and court) from Bolang Mongondow Regency and Bone Bolango Regency was signed.
- BNWNP with the support from the project activated and established a call center for quick response in handling forestry crimes. In BNWNP, a workshop on illegal wildlife trade and poaching in Sulawesi was conducted on 5-6 March 2019 with aim to share data and information on illegal wildlife trade in Sulawesi between stakeholders and to follow up actions for addressing the problem. In KPHK Tangkoko, a task force for combatting illegal wildlife trade was established in Bitung City. The project supported Tangkoko and Bitung City Government in the issuance of a local government regulation for wild flora and fauna protection. In LLNP, the task force for anti-poaching was formed to gather illegal wildlife information and monitor the project site.
- Reporting system for wildlife trade and consumption in the project sites and the buffer zones was established. The project has raised public awareness on wildlife trade by distributing a map of wildlife trade activities along with the list of illegally traded wildlife, and notice on increased routine patrol. The decreasing number of animal traps found by the SMART Patrol activities indicates decrease in poaching activities in the 3 sites.

3.2.4 Pilot case studies of environmental economic values.

Status: Completed

- Economic valuation study of ecosystem services already explained in outcome 2.2.
- The economic value found by Indonesian Ministry of PPN/BAPPENAS for the three priority locations was: i) Bogani Nani Wartabone NP had US\$136/ha/year, Lore Lindu NP had US\$158/ha/year, and KPHK Tangkoko NR had US\$1,760/ha/year; and ii) in Bogani Nani Wartabone NP and Lore Lindu NP, watershed protection services provides an economical value while tourism makes a major economic contribution in KPHK Tangkoko NR. It is obvious that these PAs can generate substantial economic benefits for a wide range of stakeholders. In addition, this valuation study can open opportunities to initiate partnership with related stakeholders.

3.2.5 Implementation of site-level revenue generation mechanisms, based on environmental economic valuation studies and priorities identified by PA financing plan.

Status: On going

- *This output was not completed because the pilot implementation of an appropriate mechanism for revenue generation at site-level was hampered due to the occurrence of COVID-19 pandemic.*
- Based on BAPPENAS report to the E-PASS Project, for Component 3 (generating revenue for conservation areas) showed the increased score from 28% at the baseline level to 46% at the end of project.
- The Ministry of PPN/BAPPENAS compiled studies about regulations and policies needed to enable revenue streams to conservation areas from non-government funding sources.

3.2.6 Restoration of fragmented and degraded ecosystem.

Status: Completed

- The project identified some important locations and developed a plan for habitat restoration in Bolaang Mongondow District, North Sulawesi.
- The project also developed Restoration Plan for Fragmented and Degraded Ecosystem.

- Baseline data of forest cover in three project sites was established in June 2017. Similarly, about 15 ha area which was degraded due to illegal gold mining in Dongi–Dongi, LLNP was restored.
- The project provided support to the Directorate of Conservation Area of KSDAE to issue the Map for Ecosystem Restoration Plan.
- Restoration for Maleo corridor in Muara Pusian was conducted. Seedlings of campaka, nantu, pala, durian, matoa, and cocoa in nursery were planted in the restored areas.

3.2.7 Development of management plan.

Status: Completed

- The project supported BNWNP, LLNP, and North Sulawesi conservation authorities to update their PA management plan for a period of 2017-2026. Plan development process was participatory involving conservation authorities, community in buffer zone areas, and local government and provincial government. The management plan for BNWNP and LLNP was finalized and approved by MoEF while the Plan for Conservation Forest Management Unit (CFMU) in Tangkoko was also awaiting for MoEF approval.
- The Yayasan Selamatkan Yaki (Save *Macaca nigra* Foundation) successfully developed an alternative livelihood strategy and a policy recommendation for the development of KPHK Tangkoko Management Plan 2017-2026, covering a threats reduction strategy based on behavioral change mechanisms and establishment of university network for students and volunteers in promoting biodiversity conservation.

3.2.8 Capacity need assessment and training for local partners & community.

Status: Completed

- Capacity Development Strategy and Action Plan was developed which identified the needs and problems in each institution and also recommendations for achieving the target score by end of the project.
- For KPHK Tangkoko (North Sulawesi BKSDA), the Strategy for the period of 2017-2026 was legalized on 12 September 2017 by DG of Natural Resources and Ecosystem Conservation. Capacity enhancement plan is upgraded regularly by BTNWP and LLNP staffs, most notably, for SMART patrol and RBM implementation.
- A specific RBM training was organized by PMU at the project sites to increase capacity of the national park staffs including GIS training in Lore Lindu National Park.
- For BNWNP resort, capacity building training on survey tool use, important wild animals identification, survey design, survey technique, smart patrol and basic navigation was carried out. The results of capacity development assessment increased from the baseline, e.g. BNWNP CD score increased to 72 % in 2018 from 42 % in 2014, LLNP CD score increase to 64% in 2018 from 43 % in 2016; and CFMU CD score increased to 66 % in 2018.
- Institutional capacity scores surpassed the targeted baseline with the update results in 2020: 54.6%. (LLNP), 56.3% (Bogani Nani NP), and 56% (North Sulawesi BKSDA).

Output 3.3: Joint PA/buffer zone governance and management structure.

3.3.1 Building on, adapting and replicating the CCA establishment process.

Status: Completed

- To reduce encroachment, CCAs were developed and contract signed in 3 project sites. Two society groups in North Tapadaka Village of BNWNP was engaged to restore 10 ha areas

with the interventions including CCA preparation, identification of plantation sites, and seed procurement.

- As a part of exit strategies, several CCAs planned to apply for villages financial support from the Village Fund (Dana Desa) by establishing a local regulation/policy. Finalization of the revised E-PASS technical guidance for micro capital grants was conducted in Jakarta on 6 February 2019. The revision was conducted due to the change of financial mechanism from COSS to DCT.
- CCAs activities in Tulabolo Village and Poduwoma Village, District of Bone Bolango, Province of Gorontalo were supported by the Village Fund as a part of the exit strategy for financial sustainability. The Village Fund was initiated in the year 2019 and the village regulation was developed in the year 2020 and is going to be implemented by the community and the village(s) in the year 2021.

3.3.2 Development of mechanism/incentive for securing alternative livelihoods to reduce the pressure and maintain biodiversity.

Status: On going

- *This output was not completed, especially the third step of the E-PASS Project's micro-grant transfer. Some CCAs-implementing villages were waiting the third payment transfer at the time of interview but latter commenting in TE report, it was claimed that all payments have been completed.*
- As explained above in outcome 1, an incentive mechanism was found very interlinked with the intelligence-based anti-poaching in PAs. *However, there is no evidence on the establishment of incentive mechanism for RBM.*
- *The co-management agreement need to define mechanisms for reducing pressures and maintaining biodiversity patterns and processes, and mechanisms for securing alternative livelihoods that included the realisation of the benefits from the REDD plus system in critical ecosystems and corridor areas. When planning alternative livelihood support and development of payment of ecosystem services, Free, Prior, and Informed Consent (FPIC) process should be conducted.*
- The project provided small-scale grants assistance for community groups that are members of CCA. In Sulawesi, communities are engaged in the management and PA's system. The E-PASS Project has facilitated 10 farmer groups to receive small grants for their alternative livelihood development.

3.3.3 Establishment of village education centre for awareness building related to the role and state of wildlife and the value of healthy ecosystem.

Status: Partly Completed

- *The establishment of village education center was not completed but the E-PASS Project had supported conservation educational programme and Sekolah Alam Toro.*
- The project in LLNP also conducted forest fire education sessions for villagers in forest fire-prone areas. The project in LLNP also visited a State Junior High school and an Education Unit of Kulawi Subdistrict in Sigi to review and consult about conservation curriculum. Conservation has not yet been integrated in the schools' curriculum but the topic of conservation has been introduced to students. The project discussed with the concerned stakeholder on the possibility of incorporating specific conservation education into elementary and middle school curriculum in LLNP buffer zones.
- In partnership with the Selamatkan Yaki, an educational awareness program in Tangkoko that included a village education model, conservation curriculum development for middle

school and high school, a green gospel and a student center at UNSRAT was carried out. CCA activities implementation in BNWNP was done which included village meetings, eco-tourism training, conservation awareness, and education. A village meeting for the CCA development in Muara Pusian with a purpose to build Maleo corridor and conduct education and awareness program was completed. In Tangkoko, the project facilitated a mobile conservation unit along with educational module distribution around CFU, and a nature school in Toro village was supported by the Project. The project in BNWNP conducted a training for trainers for education and awareness program by engaging extension workers, resort staffs, communities, NGOs, teachers and other stakeholders. Moreover, the E-PASS Project has provided support for development of conservation cadres in the 3 sites.

3.3.4 Micro-capital grants to support income-generation and/or conservation schemes.

Status: On going

- *This output is still to be initiated because due to delay in transfer of micro-grant.*
- An operational guideline for grant management was developed outlining proposal selection procedure, fund disbursement, and reporting. The micro capital grant had a total amount of US\$600,000. Micro-capital grant program gave equal opportunities to both women and men in decision making, active participation, and responsibility in activities funded by the grant. Micro-capital grant mechanism to NGOs and CCA communities was developed and finalized, thus enabling the project to finally channel funding to the Yayasan Selamatkan Yaki Indonesia (YSYI) - as a Project Partner - to start implementing their supporting activities particularly in Tangkoko.
- In LLNP, a public consultation was held in Poso district to discuss about the revision of LLNP boundary. The revision was aligned with CCA to engage communities in managing conservation area where they could access micro grants to sustainably utilize natural resources within the park. The project assisted a community group from Simoro and Omu Village in developing proposal for micro capital grant program.
- For specific impacts at the grass-root level, under the support of the E-PASS project, communities in Tulabolo Village, District of Bone Bolango, Province of Gorontalo, for instance, were able to establish a Tourism Village Management using the micro-credit fund type (CCA). Through the support of E-PASS, the communities were able to trigger the development and operations of 5 (five) homestays.
- Finalization of the Revised Technical Guidance for Micro Capital Grants was conducted in Jakarta on 6 February 2019 due to the change of financial mechanism from COSS to DCT. The project is also collaborating with Bank Negara Indonesia (BNI) to establish a payment mechanism for micro capital grant.

The project was able to achieve most of the outcome of threat reduction and promotion of collaborative governance through formation of community groups, involving community in conservation activities, enhancing monitoring capacity, information management and equipping the surveillance team, hence outcome is rated as **Satisfactory**. Similarly, the outputs under this outcome have achieved most of the targets (few not completed), and yielded substantial environmental benefits by community groups, capacitated surveillance team, policy backup and revision of management plans. The outputs can be presented as “good practice”, hence it is evaluated as **Satisfactory**.

5.2 Conclusion

110. The project was able to accomplish several activities and the remaining ones have been initiated and will contribute towards meeting the targets with follow up and support from the implementing and executing agencies. To address the PA related problems, the project intervened in three areas: review and improvement of policies, awareness generation, capacity enhancement of protected areas persons and communities. The policy development approaches included revision of policies and plans to update them and also to support RBM approaches. Similarly, policy was developed to support economic sustainability of PAs. The project contributed to revise management plans with updated information and programs to address threats through participatory approaches. To encourage evidence-based planning, the project conducted studies and generated knowledge on biodiversity, key habitats and status and trend of poaching and deforestation. With the information, a database is developed with access to planning personnel from national and local governments. Without addressing livelihoods of the people it is not possible to address threats to biodiversity and forest because poverty is one of the root causes. Hence, the project provisioned micro-grant program with priority to women to support local economy and encourage people to contribute in conservation. This also helped to develop local stewardship for the conservation of biodiversity of the Sulawesi. Similarly, to reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry and UNDP and also networking with like-minded institutions within the country was facilitated by the project. Awareness generation, formation of community groups to support biodiversity conservation, adaptation activities (through micro-grant), mitigation activities like afforestation which contribute to prevent disasters and improved PA governance also helped to mainstream UNDP priorities.

111. The E-PASS Project was designed with provision for appropriate management arrangements but due to delay in recruitment of staffs in the beginning of the project, delay in transfer of fund to site level and COVID-19 pandemic towards the end of the project, programs were affected and some of the activities were not completed by the time of terminal evaluation. Despite delay in the initial year and also delay in disbursement of money, the project team has managed to deliver a series of interventions that have reduced the threats to forest and biodiversity to a certain level. This has partly been achieved through generation of awareness from local to the national level, mainstreaming biodiversity conservation in planning and funding, enhancing monitoring and management capacity, encouraging communities in conservation and developing suitable policies to support conservation efforts. Since some of the activities were initiated late and also due to COVID-19 it was affected, some target indicators were not seen by the evaluation team. Though the project has been underpinned by good science and a technical approach of good calibre, there is still room for further technical improvement. It has enhanced capacity to incorporate ground information related to poaching, deforestation and forest degradation into the development planning process of the local government in the pilot areas; and improved environmental awareness and raised concerns about threats to forest and biodiversity at the local communities and government.

112. To make the outcomes and interventions sustainable, the project formed community groups (CCA), trained them in various technologies and also developed models for sustainable financing. The community members were made aware of the benefits of conserving forest and biodiversity for economic development and environment protection. The project tested participatory management of protected areas for long term sustainability of protected area management. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other areas of Indonesia.

5.3 Recommendations

No.	Key issues and Recommendations	Management Response*	Tracking**Key y Actions	Timeframe	Responsible unit(s)	Status***	Comments
1.	The project has generated experience from partnership, financial mechanism and project activities. These learning should be utilised to improve future project design and implementation.	UNDP is to take the lessons learned from TE report	UNDP Indonesia, Environment Unit in coordination with relevant stakeholders, including MoEF and BAPPENAS	In the future design	UNDP CO, MoEF and BAPPENAS	Partially completed	The recommendation will be incorporated and implemented in the future project design
2.	The project faced difficulties in disbursing money to the community groups. This has also affected the activities that were to be implemented through community groups (CCA). The fund transfer to site level needs to follow UNDP guidelines and also Indonesian regulation (bureaucracy) and difficulties to access banks in rural areas. It is suggested to improve the mechanism for direct transfer of money to the project sites so that protect activities will not suffer. During COVID-19 situation, the transfer of money was improved that means there is way to address this issue.	UNDP CO will improve the CCA financing mechanism	UNDP Indonesia, Environment Unit in coordination with relevant stakeholders, including MoEF and BAPPENAS	Immediately	UNDP CO	Partially completed	The recommendation will be shared to other projects that may have similar activities in the fields.

No.	Key issues and Recommendations	Management Response*	Tracking**Key y Actions	Timeframe	Responsible unit(s)	Status***	Comments
3.	The risk related to biodiversity in Sulawesi is anthropogenic so it is important to have strong awareness programs to change attitude and actions. The awareness programs of this project seem not sufficient so it is recommended to continue awareness activities for school children and for community members beyond the project life.	MoEF and relevant stakeholders (including such NGOs and CBOs working in Sulawesi as Yayasan SelamatkanYaki) will continue carrying out its programme to assure awareness activities for school children and for community members beyond the EPASS project period.	MoEF in coordination with relevant stakeholders, including MoEF and BAPPENAS	Immediately	PMU, UNDP, MOEF	Partially completed	Beyond the project implementation, the stakeholders in the fields (National Park Agencies) will keep on carrying out their activities to raise the local awareness in coordination with NGOs and CBOs working in the fields.
4.	There were several activities which were not completed and were ongoing. Both executing and implementing agencies need to expedite the completion of the project activities.	UNDP, MoEF, and Bappenas will expedite the completion of the pending project activities.	MoEF will keep on monitoring the progress	Immediate follow-up needed	PMU, UNDP, MoEF	Partially completed	National Parks have commitment to assure the progress of activities in the fields.
5.	The project initiated a RBM practices for protection of PAs. To make this approach sustainable, RBM guidelines regulation is also developed and submitted. This regulation was not approved by the ministry. Hence, ministry staffs, PA officials and UNDP should continue following this regulation for approval. Similarly, the SRAK (Action Plan) Maleo Senkawor 2019-2028 is also awaiting approval.	UNDP and MoEF will collaboratively improve the guidelines and SRAK to be approved by the minister	MoEF will keep on monitoring the progress	Immediate follow up needed.	UNDP & MoEF	Partially completed	MoEF and National Parks are committed to continue facilitate the progress.

No.	Key issues and Recommendations	Management Response*	Tracking**Key y Actions	Timeframe	Responsible unit(s)	Status***	Comments
6.	The project initiated micro-grant programme for economic development of the local communities. Such programmes (with priority to women) should be continued beyond the project life to encourage communities in conservation and also to improve their livelihood.	UNDP, MoEF, and Bappenas will consider continuing the micro-grant programme through the future related projects and programmes at the same sites.	MoEF	Post project period	UNDP & MoEF	pending	MoEF at national and fields (National Parks) will continue the programme
7.	The exit strategy was not completed by the time of TE. So, the PMU should develop exit strategy of the project. It was learned that stakeholders at different sites had exit strategy. PMU should include those exit strategies in the overall exit strategy of the E-PASS project.	PMU will complete the exit strategy together with all PIUs	PMU in coordination with MoEF have coordinated the importance of this exit strategy in December 2020.	Immediate	PMU	Pending	MoEF has shared the progress to National Parks (NP), and the NP will take their responsibility to assure the progress and achievements using state budget.
8.	There was no initiation to involve private sector in this project. Private sector could contribute to make conservation sustainable as they contribute by paying conservation fees, rent of using PA or promoting products from PAs and buffer zones.	UNDP and MoEF consider involving private sectors in the future projects	UNDP Indonesia, Environment Unit in coordination with relevant stakeholders	Post project and also in the future projects	UNDP & MoEF	Pending	The recommendation will be incorporated and implemented in the future project design
9.	It is recommended to upscale and replicate lessons learned on RBM from this project by UNDP and other agencies involved in this project. There could be many potential	UNDP, MoEF, and Bappenas consider to upscale and replicate lessons learned on RBM from this project	UNDP Indonesia, Environment Unit in coordination	Post project period	UNDP & MoEF	Pending	The recommendation will be incorporated and implemented in

No.	Key issues and Recommendations	Management Response*	Tracking**Key y Actions	Timeframe	Responsible unit(s)	Status***	Comments
	donors willing to invest in such activities so it is also recommended that lessons learned should be disseminated to a large audience including other areas of the cattle corridor and beyond. UNDP and GEF could use its network for dissemination.		with relevant stakeholders				the future project design
10.	Successful options to finance PAs should also be piloted in all PAs of Sulawesi and other parts of Indonesia.	MoEF and Bappenas consider to piloting the scheme of financing PAs in Sulawesi and other parts of Indonesia	BAPPENAS in coordination with relevant stakeholders	Post project period	MoEF	Pending	BAPPENAS will work closely with MoEF and Ministry of Finance to explore potential options
11.	As economy of the communities living in the vicinity of the PAs are weak which make them depend on forest resources for their livelihood, it is recommended to develop more economic development activities (prioritised to women) for the improving local economy to reduce their dependency on forest resources.	UNDP and MoEF will develop more economic development activities for the improving local economy to reduce their dependency on forest resources.	MoEF and BAPPENAS in coordination with relevant stakeholders	Post project period	UNDP & MoEF	Pending	The recommendation will be incorporated and implemented in the future project design
12	In this project, it was observed that some of the research activities were overlapping. Hence it is suggested that future project should avoid consider overlapping of research or any other activities. The project Implementing Unit should identify research needs and then coordinate	UNDP and MoEF will apply this recommendation to avoid the overlap of the researches and activities in the future projects.	MoEF, BAPPENAS and UNDP Indonesia, Environment Unit in coordination	Future projects	UNDP, MoEF	Pending	The recommendation will be incorporated and implemented in the future project design

No.	Key issues and Recommendations	Management Response*	Tracking**Key y Actions	Timeframe	Responsible unit(s)	Status***	Comments
	with the research institutes to conduct research. This will help to limit research on needed subjects and avoid duplication.		with relevant stakeholders				
13	The project formed community groups to support conservation initiatives. But community may lack technical knowledge so capacity enhancement programs should be conducted to enhance their capacity improving their governance skills.		MoEF and UNDP	Immediately	MoEF and UNDP		

Note: Other than the future projects, post project and immediate actions has to be done within the 18months of an evaluation as per the rules of the UNDP projects funded by GEF.

* Unit(s) assigned to be responsible for the preparation of a management response will fill the columns under the management response section.

** Unit(s) assigned to be responsible for the preparation of a management response will be updating the implementation status. Assigned with an oversight function monitors and verifies the implementation status.

*** Status of Implementation: Completed, Partially Completed, Pending

5.4 Lessons Learned

Best and worst practices in addressing issues relating to Relevance, Performance and Success

Lessons learned are arranged under project-related headings. Further discussions and key points for future projects have been added in this section. Some of the lessons learned listed below have arisen from discussions with persons interviewed during the evaluation and the team thank them for their insights.

Strategic

- *Community organisations lack scientific knowledge on importance of forest and biodiversity and also their relation to ecosystem and other environmental issues. The project support to enhance their knowledge and strengthen their capacity will help to encourage them to contribute in biodiversity conservation and forest protection.*

Lack of knowledge has been seen as a drawback in many projects limiting communities from taking precaution. Similarly, lack of knowledge and poor economy encourage them to engage in wildlife poaching and deforestation activities. Awareness generation on importance of biodiversity and forest conservation and their contribution in ecosystem and environment protection and risk of deforestation and its potential impacts helped to generate their support in PA management. Moreover, linking them with economic development programs helps to decrease their dependency on forest resources.

Design

- *Working directly through existing government structures brings dividends*
The project chose to work directly with the Ministry of Environment and Forestry and other local government rather than setting up parallel implementation structures. This decision has proved very successful not only in empowering government by providing experience and training, but also in developing effective government “ownership”, engagement, participation and motivation, thereby promoting long-term sustainability of the project’s achievements.
- *Designing a project linking various institutions from grassroots level institutions (NGO and CCA), government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*
The project chose to work with various institutions of different levels and local communities. This helped in empowering these institutions by providing experience, training and equipping in a well-funded and well-equipped environment and also in developing effective “ownership”, engagement, participation and motivation, thereby promoting long-term sustainability of the project’s achievements at community levels. It also helped to generate local guardianship (from community organisations or groups, local authorities and National Government’s relevant sectors) that made project implementation efficient and effective.
- *Community participation in the project design, formulation of implementation modality, implementation and monitoring is very important.* This will help to implement projects effectively and also make activities sustainable. In this project, the inclusion of local communities, through the RBM and micro-finance approach helped local communities to identify environmental issues related to species conservation and forest protection that need to be addressed and enabled them to innovate a wide range of mitigation measures and livelihood improvement strategies.
- *Local communities are aware of causes of deforestation and biodiversity loss but due to lack of livelihood alternatives they are forced to continue unsustainable practices, so considering alternatives for betterment of livelihood through micro-grants and other activities will generate their cooperation for effectively addressing threat to forest and biodiversity.* The

local communities understand and appreciate that the livelihood activities like poaching, tree felling, forest encroachment etc. accelerate environmental degradation. They also showed willingness to change their practices if they are provided with alternative environmentally sound practices which support their livelihoods.

Project Management

- *Constant contacts with communities are vital to community-based forest and biodiversity protection projects.* Good communication and regular communication in relation to project activities with the communities helps to promote successful, community-based projects as they built trust and motivation in the targeted local communities. To achieve this, the quality and commitment of those employed at the sites are key attributes of a project. This project has benefited from efficient site coordinators and technical staff. But what the evaluation team believes to be the most important factor is the almost constant contact that they have had with the communities throughout the project's lifetime. This frequency of contact has undoubtedly enabled the project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mind-sets and behaviours and brought about the success of the E-PASS schemes.
- *Implementation by the institution with long experience and capacity makes program technically sound.* All technical activities i.e. tree plantation, forest patrolling, awareness generation, etc. were implemented through the Ministry of Environment and Forestry and research on economic options was conducted by Ministry of National Development Planning (BAPPENAS) and local government which have very long experience, broad institutional set up from national to field level and experienced personnel. This assured technical standards of implementation of activities and their performances. Due to involvement of experienced and technically strong institutions, technical implementation has gone smoothly and brought about satisfactory results, generally thought to be of a high standard.

Annex I: Terms of Reference for Terminal Evaluation

Terminal Evaluation Terms of Reference

Template 1 - formatted for attachment to the [UNDP Procurement website](#)

This is an adjusted standard terms of reference for Terminal Evaluations of UNDP-supported GEF/LDCF/SCCF-financed projects taking into account the impact of COVID-19 on evaluations, including consideration for COVID-19 situation assessment within countries, impact and restrictions on evaluations, alternative approaches, methodologies and considerations to mitigate the impact of COVID-19 on evaluations.

Underlying this guidance is a principle of “do no harm”, and a consideration that the safety of staff, consultants, stakeholders and communities is paramount and the primary concern of all when planning and implementing evaluations during the COVID-19 crisis.

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full- or medium-sized project titled Project Title (PIMS ID 4392 Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation) implemented through the United Nations Development Programme as the Executing Agency and the Ministry of Environment and Forestry as the Implementing Partner. The project started on the 12th of March 2015 (Project Document signature date) and is in its last or the fifth (5th) year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([insert hyperlink](#)).

2. PROJECT BACKGROUND AND CONTEXT`

The E-PASS project with total value of US\$6,465,000 is consistent with the goals of GEF Biodiversity Objective 1 "Improve Sustainability of Protected Area Systems" (BD1/ Biodiversity-1 GEF Focal Area) and specifically the BD1 Focal area Outcome 1.1 Improved management effectiveness of existing and new protected areas and Outcome 1.2 Increased revenue for protected area systems to meet total expenditures required for management. The PA (Protected Area) network in Sulawesi, as in the rest of Indonesia, is characterized by low levels of management effectiveness and the PAs are not adequately distributed across the landscape to properly represent the island's key terrestrial ecosystems. The project seeks to strengthen PA management in the endemic- rich Sulawesi island group and reduce threats to biodiversity in the PAs by putting in place measures to ensure that the highly unique and globally important biodiversity of Sulawesi will be safeguarded from existing threats to its biodiversity. By strengthening the core PA management and increasing conservation outcomes in Sulawesi, the project serves to increase the overall effectiveness of the national PA system in which Sulawesi plays a key part.

Furthermore, the project directly contributes to the implementation of the Programme of Work on Protected Areas (PoWPA), in particular: Goal 1.1: To establish and strengthen national and regional systems of protected areas integrated into a global network and to make a contribution to globally agreed goals; Goal 1.4: To substantially improve site-based protected area planning and management; Goal 2.1: To promote equity and benefit sharing; Goal 2.2: To enhance and secure involvement of indigenous and local communities and relevant stakeholders; Goal 3.2: To build capacity for the planning, establishment and management of PAs; Goal 3.4: To ensure financial sustainability of PAs and national and regional systems of PAs; Goal 4.1: To develop and adopt minimum standards and best practices for national and regional PA systems; and Goal 4.2: To evaluate and improve the effectiveness of PA management. The Project, furthermore, directly contributes to achievement of the Aichi Targets, in particular under the strategic goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity. It contributes to Target 11 through increasing significantly the coverage and connectivity of the PA system in important regions with high biodiversity importance and significant ecosystem services, and by increasing management effectiveness of the PA system in a way that is integrated into the wider landscapes.

As a signatory of the CBD and other related multilateral environmental conventions, the Government of Indonesia is committed to biodiversity conservation. The project supports the 2003 Indonesian Biodiversity

Strategy and Action Plan (IBSAP). More specifically, it directly supports implementation of the following programme under the IBSAP. Programme 1.3 for improving the effectiveness of conservation area management based on partnership and local community participation, namely; 1.4 for developing community capacity in biodiversity management; 2.12 for developing funding strategy for biodiversity conservation and management within the IBSAP framework; 3.11 for improvement in the effectiveness conservation area management and conservation in small islands; 4.10 for improving law enforcement to protect conservation areas, including Biosphere Reserves; 4.16 for developing capacity in biodiversity valuation for local government apparatus.

In addition, the project is fully in line with the National Action Plan for PAs, covering the period 2010-2015, directly implementing a number of priority actions that go towards meeting the five-year objectives. These include: Build and strengthen long-term support for PA protection and management amongst local people and the broader community, and improve management of PAs where possible through involvement of communities and other stakeholders; Ensure that PA management is supported by strong institutions that are recognized as priorities in government planning and budgeting processes, and that are well coordinated at national, provincial and district levels; Ensure that PAs in Indonesia have adequate funding for effective management by 2014 and that systems are in place to sustain and increase this funding for the future development of the PA system; Well trained staff with capacity to effectively implement all PA management functions by 2014; Improve effectiveness of PA management through regular systematic evaluation; Develop a comprehensive M&E system that provides effective feedback to policy-makers and managers on lessons learned regarding management strategies and which meets local, national and international reporting requirements.

Furthermore, the project contributes to achievements of the targets under the Five Year Strategic Plan of the Directorate Natural Resources Conservation and Ecosystem of the Ministry of Environment and Forestry covering the 2010-2014 period, including: Development of BLU (General Service Unit) in the 12 UPT (Technical Implementation Unit) to support financial sustainability of national parks; 5% Reduction of conflict and pressure on protected areas; 3% increase in population of priority species compared to 2008 baseline estimates; 20% reduction in threats to biodiversity on the islands of Borneo, Sumatra and Sulawesi; and increase in nature tourism by 60% compared to the 2009 baseline.

Regarding to COVID-19 outbreak since Mid March 2020, as of 30 September 2020, there were 287,008 confirmed cases of COVID-19 in Indonesia, of which 10,740 were fatalities and 214,947 persons recovered. COVID-19 has been spread in 34 provinces and 487 regencies/cities across Indonesia. Some regions implemented large social restrictions to prevent of COVID-19 pandemics. COVID-19 pandemics have affected the implementation of the project. Based on our assessment, some works can continue on-schedule, some work remains the same but involves delays, some works need to redesign to achieve the expected output.

The activities supported by E-PASS project has provided the equally important opportunities for the women and men in developing and managing the ecotourism related activities. The E-PASS project has provides equal opportunities for women in managing the activities supported by seed grants. The E-PASS project has promoted women roles for instance through the development and management of home industry in producing variety of non-timber forest products, producing merchandise (such as printed shirts, hats, pins), and in adapting with the COVID-19 pandemic by promoting health protocol for the local community (such as making cloth mask, maintaining facilities to wash hand properly with water and soap, producing health supplements made of local herbs etc.).

Referring to the COVID-19 outbreak in Indonesia, here are the updated situation of E-PASS project:

- (a) The project has to pay attention to the Presidential Decree of the Republic of Indonesia (Keppres RI no. 12/2020 dated 13 April 2020) concerning Determination of COVID-19 Outbreak as Non-natural Disaster, and Large-Scale Social Distancing measures in several provinces, cities and regencies in Indonesia, including the areas where E-PASS Project activities are implemented;
- (b) During the past few months, consultations with stakeholders have not been able to take place at the project sites in Sulawesi (at the areas facilitated by E-PASS Field Coordination Units of KPHK Tangkoko, Lore Lindu National Park, and Bogani Nani Wartabone National Park). Since early March 2020 several E-PASS activities for Q1 (January to March 2020) particularly the ones related to travels (to project sites), face-to-face discussions or meetings, and personnel mobilizations for field technical activities have been postponed or have not been implemented;
- (c) Many E-PASS Project activities in the work plan, including monitoring, facilitation, survey, that should have involved discussion with group of people, have been delayed in accordance with government regulation;

(d) To assure personnel safety and community health, the project will facilitate any measures in the fields by allocating project budget for the procurement of personal protective equipment (APD), such as vitamins, mask and other relevant equipment for the community affected by COVID-19 outbreak.

(e) To cope with the COVID-19 outbreak situation, in the past few months, the project has been working through online system (virtual meetings) to conduct coordination discussions (meetings) with field coordination units, UNDP Indonesia, the Implementing Partner (Directorate of Biodiversity Conservation of the Directorate General of Natural Resources and Ecosystem Conservation of the Ministry of Environment and Forestry (National Project Director)) and other relevant partners. The activities are meant to update situation in the fields, to work on certain documents, etc.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. The crosscutting issue such as gender and other social aspects in relevant to E-PASS project will be included on evaluation/ assessment.

An independent Terminal Evaluation will take place three months prior to the terminal Project Steering Committee meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

At the Project Board Meeting on the 16th of June 2020, it was informed that there were hindrances of working in the field for the project activities, hence most of the activities planned for Q2 of the year 2020 were moved to Q3 of 2020, and a project extension for additional three months with no cost extension approach was proposed. In Q3 2020 some activities in the field were implemented by small group of people practising physical distancing, and some activities that were supposed to be participated by a number of people from various places were adjusted to virtual options.

4. TE APPROACH & METHODOLOGY

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

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The evaluation will mainly focus to assess the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of E-PASS project efforts and will be applied to all three components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/ elaborated in the evaluation inception report).

Relevance

- Is E-PASS project's theory of change clearly articulated?
- What specific methods and tools were used to assess the needs of the project beneficiaries? Have the interventions match the capacities needs for the institutions and individuals?

- How well does E-PASS project react to changing work environment and how well has the design able to adjust to changing external circumstances?
- How did UNDP/ E-PASS project contribute towards, and advance gender equality aspirations of the Government of Indonesia; UNDAF outcomes; and CPD outcomes?

Effectiveness & Results

- To what extent is E-PASS project successful in achieving the expected results?
- To what extent were target institutions (MoEF primarily) engaged in the implementation of the project?
- How effective E-PASS project has been in developing institutional capacity especially in preparing policy review and monitoring MoEF in gender responsive budgeting?
- To what extent are E-PASS project interventions been implemented/ coordinated with appropriate and effective partnership and strategies? What has been the nature and added value of these partnerships
- What results are evident short-term to long term results that can be directly or indirectly attributed to the project?
- What factors contribute or influence E-PASS project's ability to positively contribute to policy change from a gender perspective, women's economic empowerment, and access to justice and human rights?

Efficiency

- To what extent are funding, staff, and other resources used to achieving the expected results of the project?
- Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing E-PASS project?
- Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner?
- Have associated risks at the national and local level been anticipated and addressed? Potential Impact
- What impact did the E-PASS project have on women's economic status in targeted provinces?
- What impact did the E-PASS project have on women's access to justice in targeted provinces?
- What impact did the E-PASS project have in the line ministries in improving women's status?

Coordination

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?
- To what extent the project used UNDP's internal expertise and adopted joint planning and programming with other UNDP projects?
- To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution?

Sustainability

- To what extent did the capacity building activities under each of the pillars produce lasting results?
- To what extent GEP-II has taken the necessary steps to transfer capacities and skills to MoEF and other institutional partners?
- How, and to what extent did UNDP/ E-PASS project design, implementation strategy/ partnership, and governance foster national ownership and capacity development?

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to ; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions, however, the TE mission will not take place due to the pandemic of COVID-19, the virtual tools will be used to conduct the interviews.

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

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

Due to ongoing COVID-19 pandemic, the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.

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

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects. The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

- i. Project Design/Formulation
 - National priorities and country driven-ness
 - Theory of Change
 - Gender equality and women's empowerment
 - Social and Environmental Safeguards

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. 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 of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions.

When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation (PIMS 4392.)

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately **35 working days** over a time period of **7 weeks** starting on **27 October 2020**. The tentative TE timeframe is as follows:

Timeframe	Activity
19 October 2020	Application closes
25 October 2020	Selection of TE team
27 October 2020	Preparation period for TE team (handover of documentation)
02 November 2020, 02 days (recommended 2-4)	Document review and preparation of TE Inception Report
04 November 2020, 01 day	Finalization and Validation of TE Inception Report; latest start of TE mission
06 - 21 November 2020 14 days (recommended 7-15)	TE mission: stakeholder meetings, interviews, field visits, etc.
26 November 2020	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
30 November 2020) 05 days (recommended 5-10)	Preparation of draft TE report
10 December 2020	Circulation of draft TE report for comments
14 December 2020	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
16 December 2020	Preparation and Issuance of Management Response

¹Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

18 December 2020	Concluding Stakeholder Workshop (optional)
21 December 2020	Expected date of full TE completion

COVID-19 travel restriction permissible, options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>by 30 October 2020</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>by 18 November 2020</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: <i>by 30 November 2020</i>	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: <i>by 14 December 2020</i>	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Indonesia.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will be responsible for the overall design and writing of the TE report. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Due to the ongoing COVID-19 pandemic travel restrictions, the International Consultant will work with a National Consultant and the International Consultant will operate remotely using tools to conduct virtual interviews and consultations.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

Education

Master’s degree in forestry, biodiversity studies, protected area management and other biodiversity related fields. Experience in wildlife management is an advantage or other closely related field. (10%)

Experience

- Relevant experience with results-based management evaluation methodologies; (10%)
- Experience applying SMART indicators and reconstructing or validating baseline scenarios; (10%)
- Competence in adaptive management, as applied to Sustainable Development and/or Biodiversity; (10%)
- Experience in evaluating projects; (20%)
- Experience working in developing countries in Asia; (5%)
- Experience in relevant technical areas for at least 10 years; (15%)
- Demonstrated understanding of issues related to gender and sustainable development and/or biodiversity, experience in gender responsive evaluation and analysis; (10%)
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset; (10%)
- Experience with implementing evaluations remotely will be considered an asset.

Language

Fluency in written and spoken English.

10. EVALUATOR ETHICS

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

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

12. APPLICATION PROCESS³

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁴ provided by UNDP;
- b) **CV and a Personal History Form (P11 form)**⁵;
- c) Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation of Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation" or by email at the following address ONLY:(bids.id@undp.org) by **23:59 PM GMT +7 on 16 October 2020**. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

13. TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

³ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://popp.undp.org/SitePages/POPPrRoot.aspx>

⁴<https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁵http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ToR Annex A: Project Logical/Results Framework

Project's Development Goal: Effectively managed system of protected areas that is well integrated into its surrounding landscape contributing to sustainable, inclusive and equitable development in Sulawesi.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
Objective: To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity	Institutional capacity scores*for: - PHKA (Jakarta) - LLNP - Bogani Nani NP - North Sulawesi BKSDA *Based on UNDP Capacity Scorecard (See annex 5)	- PHKA (Jakarta): 66% - LLNP: 43% - Bogani Nani NP: 42% - North Sulawesi BKSDA: 40%	2014: Capacity development strategies and action plan drafted. 2015: Capacity development strategies and action plan developed; commenced for implementation. 2016: RPTNs (National Park Management Plan) updated. 2017: Capacity score for PHKA :70%, LLNP :50%, Bogani Nani NP :50% and North Sulawesi BKSDA: 50%. 2018: Draft local government regulation on buffer zone. 2019: Capacity score for PHKA (Jakarta): 75%, LLNP: 55%, Bogani Nani NP: 55% and North Sulawesi BKSDA: 55%;	Scorecards	Enhanced institutional capacities will not be overwhelmed by potentially increasing, external threat factors associated with population growth, etc.
	Annual levels of forest degradation within Sulawesi's terrestrial PAs	Approximately 56,505 ha of forest loss within PAs from 2000-2008 or 7,603 ha/year	2014: - 2015: Developed baseline forest cover in Project demonstration sites. 2016: Annual forest degradation at project sites reduced by 5% from the baseline. 2017: Annual forest degradation at project sites reduced by 10% from the baseline. 2018: Annual forest degradation at project sites reduced by 15% from the baseline. 2019: 25% reduction in annual deforestation within PAs and buffer zones in the project sites combined between baseline years (2000-2010) and last three years of project (2016-2019).	Satellite imagery, RBM/patrol report	Availability of fine-grained data suitable for making comparisons Leakage does not substantially counterbalance project efforts
1. Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system	Extent of implementation of RBM (Resort-based Management)	RBM has begun to be implemented at all NPs but remains incomplete throughout	2014: Gap analysis report on existing policies & RBM operational guidelines drafted. 2015: Developed operational guidelines for RBM implementation; 2016: (i) Guidelines for Community engagement & Co-Management	PHKA surveys	Continued support at Ministerial level for RBM reforms

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>developed and (ii) related trainings conducted;</p> <p>2017: at least 25% of resorts in all project sites achieved at least one stage above baseline;</p> <p>2018: Incentive mechanism for resort level innovation established;</p> <p>2019: Using PHKA RBM scoring system (para 60), at least 50% of resorts in the project sites achieved one stage level above the baseline.</p>		
	Effectiveness of anti-poaching efforts	Very limited implementation of anti-poaching laws across Sulawesi	<p>2014: -</p> <p>2015: (i) a small unit of intelligence based poaching & wildlife tradesurveillance established and equipped; (ii) mechanism for monitoring, analysing and reporting developed.</p> <p>2016: The Unit was fully operational at least within Project sites and buffer zones.</p> <p>2017: Reporting system on wildlife trade & consumption was in place at project sites & buffer zones.</p> <p>2018: Initial replication of the intelligence based poaching & wildlife tradesurveillance unit to other PAs in Sulawesi.</p> <p>2019: Intelligence-based anti-poaching has become a well-known feature of PA management, affecting incentives in measurable ways (surveys).</p>	Surveys conducted within buffer zone communities	No interest to, or unable to, mislead surveyors on the part of interviewees
	Operational island-wide biodiversity monitoring system	No integrated monitoring	<p>2014: -</p> <p>2015: : Technical guidelines for biodiversity, key species and habitat condition monitoring updated & disseminated to all Sulawesi PAs system.</p> <p>2016: Platform for monitoring, reporting & knowledge sharing of the Sulawesi Biodiversity developed at provincial level.</p> <p>2017: Fully utilized the platform for island-based biodiversity monitoring, planning and budgeting.</p> <p>2018: Publication of Sulawesi biodiversity & best practices of PA management disseminated in various forms of media &</p>	Project reporting on system functionality; direct experience logging on	Willingness of multiple partners to share data

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			discussed/reviewed at national and sub-national level. 2019: Users across Sulawesi, Indonesia and beyond are able to upload to and access historic data on biodiversity and protected areas, generated by multiple sources, using a platform created by the project.		
	Representation of lowland forest (key under-represented forest ecosystem types in Sulawesi's PA system)	131,000 ha, or 4.2% of total remaining habitat type	2014: - 2015: Spatial planning arrangement for Sulawesi PA system designed based on biodiversity importance & bio-geographical representatives of the PA system. 2016: PA System Consolidation Plan and Action plan for expansion and realignment of Sulawesi PA System be vetted by relevant districts and provinces planning authorities to be eventually integrated into their spatial planning. 2017: Implementation of the Action plan at island level in coordination with relevant directorates within the Ministry of Forestry including gazetting preparation process of new National Park (Ganda Dewata). 2018: Policy recommendation & exit strategy to sustain the plan implementation adopted by relevant authorities. 2019: Representation of low land forest increased to 210,000 ha, or 6.7% of remaining habitat type (representing a 60% increase in coverage).	Gazettement	Site confirmed to have characteristics needed for NP status
2. Financial sustainability of the Sulawesi PA system	Financial sustainability score (%) for the sub-system of Sulawesi's protected areas: - Component 1 – Legal, regulatory and institutional frameworks - Component 2 – Business planning and tools for cost-	Financial sustainability score (see Annex 6 - Tracking Tool, incl. METTs and Financial Sustainability Scorecard) 34 % 35 %	2014: - 2015: Economic valuation of Sulawesi PA system reviewed particularly for three project sites. 2016: Communication strategy to increase public awareness on the importance of biodiversity & ecosystem services provision developed. Key target groups: decision makers, local government official and local and indigenous community. 2017: Increased financial sustainability score for component 1	Financial scorecard	

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
	effective management - Component 3 – Tools for revenue generation	28 %	(40%), component 2 (40%) and component 3 (35%) 2018: Increased financial investment in the Sulawesi PA system. Quantitative target will be discussed during the Inception Workshop. 2019: Increased financial sustainability score for component 1 (50%), component 2 (50%) and component 3 (50%).		
	Annual budget allocated to protected areas	Estimated \$12.3 million allocated annually.	2014: - 2015: Sulawesi PA system financing plan and strategies developed including proposals for broader policy reform supporting revenue generation and retention, institution arrangement, tool for cost effective management and others. 2016: Business plan of the Sulawesi PA developed through participatory approach involving communities, private sector, NGOs and related government agencies. 2017: At least one pilot financing projects operating in each project site. 2018: Best practiced of the business plan implementation documented for replication. 2019: Annual budget allocation to the PA system increased 25% equivalent to approx. \$15 million.	Financial scorecard in last year of project	No negative fiscal constraints emerging
	Sustainable financing mechanisms for PAs	Government budgetary allocations / funding only	2014: - 2015: Study on potential financing mechanism for Sulawesi PA management. 2016: An enabling policy/legal environment developed through technical meetings, consultation and consensus building at local and national level 2017: Design, negotiation, formalization and operationalization of mechanism implemented. 2018: National mechanism of the PA system financing socialized to relevant stakeholders. 2019: At least two new sustainable financing mechanisms for PA		Ability to navigate any potential legal or regulatory constraints

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			management developed, which can provide a minimum of US\$ 3 million per year for PA management.		
3. Threat reduction and collaborative governance in the target PAs and buffer zones	METT scores for demonstration sites	LLNP - 61 BNWNP - 64 Tangkoko Batuangas NR - 55	2014: - 2015: Action plan for strengthening management effectiveness of the Sulawesi PA system developed. 2016: Participatory Biodiversity-based boundaries realigning at project sites and buffer zone designation developed. 2017: Increased METT scores for LLNP – 65, BNWNP – 67, TBNR Complex - 60 2018: Collaborative management in the targeted PAs and buffer zone integrated in Sulawesi PA system action plan. 2019: Increased METT Score for LLNP – 70, BNWNP – 70, and Tangkoko Batuangas NR – 70	METT surveys	Surveys are unbiased
	Threat indices at project demonstration sites	LLNP – 0.23 BNWNP – 0.28 Tangkoko Batuangas NR – 0.31	2014: - 2015: Updated threats and work plan in project sites. 2016: Developed monitoring, evaluation & reporting mechanism of the PA threats, led by Surveillance Unit. 2017: Reduced threat indices for LLNP – 20, BNWNP – 25, and Tangkoko Batuangas NR – 25 2018: Best practices developed and disseminated. 2019: Reduced threat indices for LLNP – 0.15; BNWNP – 0.20 Tangkoko Batuangas NR – 0.20	Threat indices	Surveys are unbiased
	Ecosystem health index at project demonstration sites	Lore Lindu NP - .68 Bogani Nani Wartabone NP - .55 Tangkoko Batuangas NR - .48	2014: - 2015: Updated RBM guidelines including biodiversity and ecosystem health monitoring. 2016: Developed monitoring, evaluation & reporting mechanism	EHI surveys	Surveys are unbiased

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>to regularly update the ecosystem health.</p> <p>2017: Increased EHI for Lore Lindu NP - 0.70, Bogani Nani Wartabone NP - 0.60, and Tangkoko Batuangas NR - 0.60</p> <p>2018: Implemented and adopted RBM innovation incentive mechanism; published project best practices.</p> <p>2019: Increased EHI for Lore Lindu NP - .75 Bogani Nani Wartabone NP - .75 Tangkoko Batuangas NR - .75</p>		
	Populations of selected threatened indicator species at project sites	<p><u>LLNP</u> – Mountain Anoa, Babirusa, Maleo</p> <p><u>BNWNP</u> – Maleo, Babirusa, mountain Anoa</p> <p><u>Tangkoko Batuangas NR</u> – Macaca nigra, Sulawesi civet, Maleo, lowland Anoa</p>	<p>2014: -</p> <p>2015: Monitored of the existing condition of selected threatened species, threats, habitat and wildlife trade.</p> <p>2016: Developed species management measures guidelines.</p> <p>2017: Maintained population of key species.</p> <p>2018: Database on key species information updated and disseminated.</p> <p>2019: Indicator population species maintained or increasing; appropriate population structure achieved.</p>	Project field surveys	Existing populations remain viable and can stabilize or recover once threat levels are reduced
	Active encroachment areas in target PAs	- Encroachment levels as of 2011: LLNP 6,333 ha, BNWNP 3,436 h. Tangkoko baseline TBD.	<p>2014: -</p> <p>2015: Fragmented and degraded ecosystem restoration conducted.</p> <p>2016: Conflict resolution to reduce forest encroachment developed.</p> <p>2017: Stopped encroachment activity in target sites.</p> <p>2018: Best practices adopted and replicated to other sites.</p> <p>2019: Zero increase in net levels of active encroachment.</p>	Project field surveys	Success of CCA programme and enforcement efforts
	Existence and effectiveness of collaborative governance systems	Approximately 30 Community Conservation Areas (CCAs) established, currently operating	<p>2014: -</p> <p>2015: Existing CCAs revitalized and 5 new CCAs established.</p>	Project reports	Community interest

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
		at varying degrees of functionality.	<p>2016: Education programme for local communities mobilized through mobile education units and village education centers establishment.</p> <p>2017:</p> <p>(i) At least 40 CCAs established/revitalized at all project sites.</p> <p>(ii) At least 30 CCAs above operating at an agreed baseline level of functionality.</p> <p>(iii) At least 12 CCAs above are rated as 'highly functional'.</p> <p>2018: Agreements on collaborative management, for instance between PAs and communities, NGOs, parallel projects, local universities and local Government established. Micro-capital grants for small income generating/conservation schemes proposals established.</p> <p>2019:</p> <p>(i) At least 45 CCAs, including some at each project demonstration site</p> <p>(ii) 70% of above CCAs are operating at an agreed baseline level of functionality.</p> <p>(iii) 35% of above CCAs are rated as 'highly functional' (rating system to be developed and applied during inception phase).</p>		

ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)

10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
28	Relevant COVID-19 Impacts Studies and the National Recovery Strategies

ToR Annex C: Content of the TE report

- i. 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 (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis

- Ethics
 - Limitations to the evaluation
 - Structure of the TE report
3. Project Description (3-5 pages)
- 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
(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating⁶)
- 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
- 4.1 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 of M&E (*)
 - UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
- 4.2 Project Results
- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - Social and Environmental Standards
 - Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country Ownership
 - Gender equality and women's empowerment
 - Cross-cutting Issues
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
 - Conclusions
 - Recommendations

⁶ See ToR Annex F for rating scales.

- Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
 - TE Mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Summary of field visits
 - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Questionnaire used and summary of results
 - Co-financing tables (if not include in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - *Annexed in a separate file:* TE Audit Trail
 - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			
<i>NOTE: Include COVID-19 specific questions, as needed.</i>			

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

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 imitations, 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 and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on _____ (Date)

Signature: _____

ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability

<p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>
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ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on (date) from the Terminal Evaluation of Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation (PIMS ID 4392)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number (“#” column):

Institution/Organization	#	Para No./comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Annex II: Persons Interviewed

Date	Name/Institution	Method of interview
2 Dec 2020	<ul style="list-style-type: none"> • Mr. Paul Harry Salainti and Mr. Danny Rogi-FCU Bogani Nani Wartabone; • Mr. Encik Irwan Afrizal - Directorate of Biodiversity Conservation, Ministry of Environment and Forestry; • KKM Maleo, KKM Tinggabu (Pak Yudin), KPA Tarsius (Pak Arif), KKM Modaga No Suangge (Pak Basri)- KKM facilitated by FCU BNW National Park; 	Online interview via zoom meeting
3 Dec 2020	<ul style="list-style-type: none"> • Ms. IfiantyKasmudin, Field Coordinator, Field Coordinating Unit, E-PASS project in Lore Lindu National Park (FCU TNLL) • Mr. M. AriefArianto, Protected Areas Specialist, FCU TNLL • Ms. Nur Hygiawati Rahayu, Director of Forestry and Water Resources Conservation, Ministry of National Development Planning/ Bappenas • Mr. PungkyWidiaryanto, Planner, Bappenas, Technical Commission for the E-PASS Component 2 • Ms. NurditaRahmadani, UNDP Indonesia, E-PASS Component 2 • Ms. Nadia Kyati, UNDP Indonesia, E-PASS Component 2 • Ms. MirantiZulkifli, Consultant, E-PASS Component 2 	Online interview via zoom meeting
4 Dec 2020	<ul style="list-style-type: none"> • Mr. Edyson M - FCU KPHK Tangkoko • Mr. Lilik Yuliarso - FCU KPHK Tangkoko • Mr. Christophorus Merung – FCU KPHK Tangkoko • Mr. Alfendi Siby – LKK Danowudo • Mr. Donny Temu – LKK Linesa • Ms. Elin Shita - Environment Unit of UNDP Indonesia • Ms. Putri Oktarina - E-PASS Project Assisstant • Ms. Magda Pelawi - E-PASS Project Assisstant 	Online interview via zoom meeting
5 Dec 2020	<ul style="list-style-type: none"> • Dr. Ir. Sri Ningsih Mallombasang, IPM - University of Todolaku • Mr. Jusmam, Mr. Wantoko, and Mr. Cesar - Team Member from Balai Besar Taman Nasional Lore Lindu • Mr. Bahtiar - Head of Tupa Village (Supervisor of LPKD) • Mr. Sukardin - LKK Nohintuhu • Pak Zarflif – Community Engagement Specialist EPPAS Project • Pak Gustav and Pak Ades Lauro - LPKD Baleuara, LLNP 	Online interview via zoom meeting

	<ul style="list-style-type: none"> • Pak Azir - LPKD Singani, LLNP • Mr. Supriyanto and Mr. Agung T. Hermanwan - Kepala Balai Taman Nasional BNW 	
7 Dec 2020	<ul style="list-style-type: none"> • Mr. Anton Sri Probiyantono -Program Manager for Environment Unit UNDP Indonesia • Ms. Yenny Widjaja -UNDP Indonesia • Pak Agus Prabowo - Head of UNDP Environemnt Unit • Ms. Beria Leimona and Ms. Sylvanita Fitriana - ICRAF Southeast Asia Regional Office, Bogor 	Online interview via zoom meeting
8-9 Dec 2020	<ul style="list-style-type: none"> • Mr. Tashi Dorji and Ms. Somaya – UNDP Regional Asia-Pacific Office • Muhammad Yayat Afianto – Environment Unit UNDP Indonesia • Mr. Harry Histler and Ms. Junita Siwi – Yayasan Selamatkan Yaki • Mr. Iwan Hunowu – WCS Indonesia 	Online interview via zoom meeting
10 Dec 2020	<ul style="list-style-type: none"> • Mr. Said Tolao – Founder of Sekolah Alam Toro Tangkoko NR • Ms Hartina – Member of Kelompok Peduli Sungai (KPS) • Mr. Stephan Milyosky Lentey - <i>Macaca nigra</i> Project • Ms. Laksmi Dhewanti – Director of Natural Resources Management and GEF National Focal Point for Indonesia • Ms. Bu Elizabeth Maringka – Tangkoko Regent’ Library Staff • Mr. Israel Bawalang Teling – Head of Village • Ms. Martina Langi – Lecturer of Samratulangi University 	Online interview via zoom meeting
14 Dec 2020	<p>Project Management Unit team</p> <ul style="list-style-type: none"> • Mr. Arief Toengkagie • Mr. Suyatno Sukandar • Ms. Sagita Arhidani • Ms. Magdayanta Sembiring • Ms. Putri Oktorina 	Online interview via zoom meeting

Annex III: Documents Reviewed

1. 2020 End of Project Financial Scorecard
2. E-PASS Prodoc
3. GEFID PIF Clearance
4. PIR 2016
5. PIR 2017
6. PIR 2018
7. PIR 2019
8. PIR 2020
9. Endorsement for E-PASS
10. Activities progress status
11. AWP 2016
12. AWP 2017
13. AWP 2018
14. AWP 2019
15. AWP 2020
16. MTR report
17. Strategic Communication Plan 2017
18. MTR- Management response
19. Final Report 15 Oct 2014
20. GEF CEO Approval and Endorsement E-PASS project
21. BD tracking tool Feb 2012
22. BD tracking tool 2018
23. Inception Report 2016
24. Project Information E-PASS-single Page (Flyer)
25. Project Tracker Component 2
26. Revisi Kedua SO 2018-2019
27. GEF PHKA 2012
28. Signed DRKH 2015
29. Signed MoM PAC Meeting 2014
30. UNDP KLHK signed AWP 2020
31. MTR Management Response 2020

Note: The documents other than listed above were not available to TE consultants.

Annex IV: Evaluation Question Matrix

Evaluation Criteria/Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Relevance: How does the project related to the main objective of the GEF focal area, country priorities and to the environment and development priorities at the local, regional and national level?	<ul style="list-style-type: none"> Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level Consistency and contribution to GEF focal area objectives and to national development strategies Stakeholder views on project significance and potential impact related to the project objective 	<ul style="list-style-type: none"> Project documents, report vs GEF document and Government development plans Interview with authorities at different level 	<ul style="list-style-type: none"> Project report review in the light of GEF document and government's national development priorities Interviews with relevant personnel
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Achievements: Are there indications that the project has completed its final targets that contributed to, or enabled progress towards reduction in deforestation, improvement in participatory management, sustainable financing, improvement in population of key species and capacity enhancement of management institutions?	<ul style="list-style-type: none"> Management score card. Population status of key species Score of financial sustainability. Budget for PAs. Reduction in deforestation. Reduction in encroachment in PAs 	<ul style="list-style-type: none"> Project Reports Interview with stakeholders. Observation in the field. 	<ul style="list-style-type: none"> Review of project reports/documents. Interaction with local to national level stakeholders. Field observation.
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting and project communications supporting the project's implementation?			
Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?	<ul style="list-style-type: none"> Reasonableness of the costs relative to scale of outputs generated Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies Changes in project circumstances that may have affected the project relevance and effectiveness 	<ul style="list-style-type: none"> Financial statements Project structure and function Project document and annual reports Experience of project staffs and other relevant stakeholders 	<ul style="list-style-type: none"> Analysis of financial statements. Analysis of project structure and functionalities Analysis of project circumstances in project document (past and present) Interaction with relevant stakeholders
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	<ul style="list-style-type: none"> Level of achievement of expected outcomes or objectives to date Long term changes in forest/mangrove management processes, practices and awareness that can be attributable to the project Enhanced capacity of relevant institutions Favourable management option and effective implementation of efficient and sustainable forest production and utilisation Participation of women in every activities of the project 	<ul style="list-style-type: none"> Change in the ground situation observed. Policy/strategy or program formulation activities included women and their issues incorporated. Policies/strategies/ programs effectively implemented Institutions strengthened 	<ul style="list-style-type: none"> Report with information on effective implementation of activities and strategies Report on intuition setup Interaction with the policy level people to ground level communities and field staffs. Polity document review report. Field verification of activities

<p>Impacts: Are there indications that the project has contributed to, or enabled progress towards reduced encroachment, reduced deforestation, increased budget for PAs, arranged financial sustainability, capacity of management personnel enhanced and population of key species increased?</p>	<ul style="list-style-type: none"> • Decrease in encroachment • Increase in funding for PAs. • Representation of under-representative ecosystems. • Improved monitoring. • Decrease in deforestation. • Measurable improvements from baseline levels in technical management capacity. • Measurable improvements from baseline levels in the population of key species. 	<ul style="list-style-type: none"> • Project Reports • Interview with stakeholders. • Observation in the field. 	<ul style="list-style-type: none"> • Review of project reports/documents. • Interaction with local to national level stakeholders. • Field observation.
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>	<ul style="list-style-type: none"> • Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project • Measurable improvements from baseline levels in knowledge and skills of targeted staffs. 	<ul style="list-style-type: none"> • Project report • Observation in the field • Interview with stakeholders 	<ul style="list-style-type: none"> • Review of project reports. • Observation in the field to see impact on the ground • Interaction with stakeholders

Annex V: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project Result Framework in the Project Document was reviewed in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

KEY:

GREEN = Indicators show achievement successful at the end of the Project.

YELLOW = Indicators show achievement nearly successful at the end of the Project.

RED = Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

Project Objective: To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
Objective: To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity	Institutional capacity scores*for: - PHKA (Jakarta) - LLNP - Bogani Nani NP - North Sulawesi BKSDA *Based on UNDP Capacity	- PHKA (Jakarta): 66% - LLNP: 43% - Bogani Nani NP: 42% - North Sulawesi BKSDA: 40%	2015: Capacity development strategies and action plan drafted. 2016: Capacity development strategies and action plan developed; commenced for implementation. 2017: RPTNs (National Park Management Plan) updated. 2018: Capacity score for PHKA :70%, LLNP :50%, Bogani Nani NP :50% and North Sulawesi BKSDA: 50%.	Scorecards	Enhanced institutional capacities will not be overwhelmed by potentially increasing, external threat factors associated with population growth, etc.	<ul style="list-style-type: none"> Capacity development strategies and action plan developed. 200 personnels from national park and conservation authorities in three project sites were trained. Training included RBM, GIS and resort-based work planning, skills related to SMART Patrol and knowledge on forest crime acts and regulations, information to develop and monitor strategies and action plans, skills in monitoring programme. Additional trainings were also conducted targeting other stakeholders including local governments, NGOs, school teachers and youth organizations on conservation awareness and participation. Develop protected areas management plan for the period 2017-2026. The management plan for BNWNP and LLNP was finalized and approved by MoEF while the plan for Conservation Forest Management Unit (CFMU) Tangkoko is awaiting for approval from the MoEF.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
	Scorecard (See annex 5)		<p>2019: Draft local government regulation on buffer zone.</p> <p>2020: Capacity score for PHKA (Jakarta): 75%, LLNP: 55%, Bogani Nani NP: 55% and North Sulawesi BKSDA: 55%.</p>			<ul style="list-style-type: none"> • The capacity development strategy and action plan of Conservation forest management unit (CFMU)Tangkoko has been legalized in September 12 in 2017 by DG of Natural resources and Ecosystem Conservation for 2017-2026. Whereas BNWNP had been legalized by DG as well in December 20 in 2017 for 2018-2027, and for LLNP it has been legalized by DG of Natural resources and Ecosystem onervation in September 13 in 2016 for 2016-2025. • Public consultation was held In LLNP in Poso district to discuss on the revision of LLNP boundary in December 2017 with aim to optimize management effectiveness of the national park, and the zonation is also aligned with the intent of the CCA to engage communities in managing conservation area. • Capacities have been enhanced for implementation of RBM through i) FGD for work planning in 3 resort model; ii) study visit to Alas Purwo national park for learning on RBM management,iii) study to Bukit Barisan Selatan National Park to learn about smart patrol. The results of capacity development assessment has raised CD socre of BNWNP to 72 % in 2018 from 42 % in 2014 whereas for LLNP the Score increased by 66.7 % with score of 64% in 2018 from 43 % in 2016; and for CFMU, it increased from 41 % to 66 % • SMARTapps and RBM implementation in KPHK Tangkoko on January and February 2019 at Batuputih Resort successfully covered 26.32 km and 11 grids. While at Batu Angus Resort covered 36.34 km and 9 grids. While in the second quarter of 2019,

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						<p>SMART and RBM implementation covered 80.37 km and 25 grids.</p> <ul style="list-style-type: none"> Capacity enhancement is upgraded regularly for BTNWP staff especially for SMART and RBM implementation. The evaluation also targeting problem identification faced by the resort in implementing RBM and SMART app use. After the training, all operators in BNWNP are now able to input patrol data using the smart app. BNWNP also successfully established 11 monitoring site in 11 resort. For LLNP, capacity enhancement is updated regularly via SMART and RBM implementation evaluation. In Sulawesi, the community has been engaged in the management and PA's system. The UNDP has facilitated 10 farmer groups to receive small grants for their alternative livelihood development. Local regulation on illegal wildlife trade has been developed for target PAs in Sulawesi. As regards to CapDev index, between the years of 2018 to 2020, it was 72% for BNW NP; 68% for Tangkoko Batuangas NR; and 67% for LL NP.
	Annual levels of forest degradation within Sulawesi's terrestrial PAs	Approximately 56,505 ha of forest loss within PAs from 2000-2008 or 7,603 ha/year	<p>2015: -</p> <p>2016: Developed baseline forest cover in Project demonstration sites.</p> <p>2017: Annual forest degradation at project sites reduced by 5% from the baseline.</p>	Satellite imagery, RBM/patrol report	<p>Availability of fine-grained data suitable for making comparisons</p> <p>Leakage does not substantially counterbalance project efforts</p>	<p>Comparison of forest cover from 2000-2016:</p> <ol style="list-style-type: none"> BNWNP: 6,060 ha forest loss (2.2%) within the PA and 14,900 ha (10.2%) in buffer zones LLNP: 1,050 ha forest loss (0.5%) within the PA and 3,180 ha (3.7%) within buffer zones Tangkoko NR: 1,200 ha forest loss (17.4%) within the PA and 3,260 ha (90.1%) within the buffer zones. <ul style="list-style-type: none"> Restoration Plan of Fragmented and Degraded Ecosystem in the three project sites were developed based on survey and coordination with PMU, MoEF and the National Park Authorities. 15ha fragmented

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>2018: Annual forest degradation at project sites reduced by 10% from the baseline.</p> <p>2019: Annual forest degradation at project sites reduced by 15% from the baseline.</p> <p>2020: 25% reduction in annual deforestation within PAs and buffer zones in the project sites combined between baseline years (2000-2010) and last three years of project (2016-2019).</p>			<p>area was rehabilitated in LLNP and 10ha BNWNP by the project.</p> <ul style="list-style-type: none"> • Patrolling covered 20km in KPHK Tangkoko. • Monitoring and evaluation of maintenance and breeding in Muara Pusian have been conducted by the BNNP. • Total of 30 seedlings of nantu, 2300 seedlings of cempaka, 1600 seedling of pala, 10 seedlings of cempaka, 400 seedlings of cocoa and 400 seedlings of kemiri has been distributed since December 2018 to the community. Land cover validation has been conducted in Lelio Doda Resort, Toro Resort, Tongoa Resort, Bobo Resort, and Sibalaya Resort of LLNP Lindu on March 16-30, 2019.
1. Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system	Extent of implementation of RBM (Resort-based Management)	RBM has begun to be implemented at all NPs but remains incomplete throughout	<p>2015: Gap analysis report on existing policies & RBM operational guidelines drafted.</p> <p>2016: Developed operational guidelines for RBM implementation;</p> <p>2017: (i) Guidelines for Community engagement & Co-Management developed</p>	PHKA surveys	Continued support at Ministerial level for RBM reforms	<ul style="list-style-type: none"> • Gap analysis conducted to identify gaps in policies and regulations and also to identify capacity gaps for RBM implementation. • Developed regulation on RBM guidelines and included in the Strategic Plan of Directorate General of Forest Protection and Nature Conservation (PHKA) 2009-2014. By the time of TE it was not approved. • Conducted RBM trainings on SMART Patrol, monitoring program, and RBM-related skills enhancement for officers and staff. • Community outreach activities like engaging State Junior High school and Education Unit of Kulawi Subdistrict in Sigi incorporating specific conservation education into elementary and middle school curriculum, and educating villagers about

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>and (ii) related trainings conducted;</p> <p>2018: at least 25% of resorts in all project sites achieved at least one stage above baseline;</p> <p>2019: Incentive mechanism for resort level innovation established;</p> <p>2020: Using PHKA RBM scoring system (para 60), at least 50% of resorts in the project sites achieved one stage level above the baseline.</p>			<p>forest fire as a reflection of previous forest fire in LLNP was conducted.</p> <ul style="list-style-type: none"> Conducted seminar for RBM implementation, organized study visit to Alas Purwo national park and Bukit Barisan Selatan national park, and did RBM testing and monitoring evaluation. CCA implementation in BNWNP is done through village meeting to make conservation agreement, CCA example in FP3 program, eco-tourism training development, conservation awareness and education in North Sulawesi and Gorontalo. The RBM in BNW NP has been implemented in 11 Resorts (100%) and has improved 1-2 levels compare to 2016; RBM in Tangkoko Batuangas NR has been implemented in 2 Resorts (100%) and has improved to level 6 compare to 2016; The RBM in LL NP has been implemented in 3 Resorts: Resort Simoro (baseline level 4), Resort Doda (level 4) Resort Toro (level 5) based on assessment by the WCS in the year 2016.
	Effectiveness of anti-poaching efforts	Very limited implementation of anti-poaching laws across Sulawesi	<p>2015: -</p> <p>2016: (i) a small unit of intelligence-based poaching & wildlife trade surveillance established and equipped; (ii) mechanism for monitoring, analysing and reporting developed.</p> <p>2017: The Unit was fully operational at least</p>	Surveys conducted within buffer zone communities	No interest to, or unable to, mislead surveyors on the part of interviewees	<ul style="list-style-type: none"> A Baseline Study on Poaching and Wildlife Trade in Sulawesi was carried out. A comparative study of intelligence-based unit models and proposed model for Sulawesi island, was conducted. Regular and functional patrol is conducted. Established community-based field informant system on wildlife trade and poaching located in Tangkoko NR with 100 members of Forest Conservation Community Forum (FMKH) from villages in buffer zone areas. A workshop to increase the knowledge and capacity of law enforcement officers on criminal acts against forest conservation was organized by BNWNP authority

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>within Project sites and buffer zones.</p> <p>2018: Reporting system on wildlife trade & consumption was in place at project sites & buffer zones.</p> <p>2019: Initial replication of the intelligence-based poaching & wildlife trade surveillance unit to other PAs in Sulawesi.</p> <p>2020: Intelligence-based anti-poaching has become a well-known feature of PA management, affecting incentives in measurable ways (surveys).</p>			<ul style="list-style-type: none"> • An agreement between E-PASS Tangkoko, BNWNP with law enforcement agencies (police, attorney, GAKKUM, Court) and balai KSDA of North Sulawesi were done. • Comparative study about intelligence based poaching control unit (WCU) and WCU model recommendation for Sulawesi were under revision by consultant. The taskforce to combat illegal wildlife trade was formed by Bitung Mayor. The project conducted biodiversity monitoring and management including species and habitat condition, especially for Yaki (<i>Macaca nigra</i>)). • Survey was conducted to identify poaching prone locations within conservation area of Duasudara, Danowudu and Pinangunian and surroundings at CFMU Tangkoko area. Also mapping of poaching sites was done. • Patrolling was conducted following the information about illegal logging and timber trade from West Dumoga BNWNP region. The patrol team has successfully arrested the poachers and confiscated evidence of 1 fully loaded truck of timber. • BNWNP with support from E-PASS has been activated and established a call center for quick response in handling forestry crimes. BNWNP also built communication and coordination with the local police of Bolaang Mongondow Regency and Bone Bolango regency to reduce anti-poaching crime. Meanwhile in KPHK Tangkoko also involved in forming a task force for combatting illegal wildlife trade in Bitung City. • E-PASS Tangkoko and Bitung City government has been successfully issued Local Government Regulation for Bitung City for wild flora and fauna protection.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						<ul style="list-style-type: none"> A reporting system for wildlife trade and consumption in the project site and the buffer zone has been implemented.
	Operational island-wide biodiversity monitoring system	No integrated monitoring	<p>2015: -</p> <p>2016: Technical guidelines for biodiversity, key species and habitat condition monitoring updated & disseminated to all Sulawesi PAs system.</p> <p>2017: Platform for monitoring, reporting & knowledge sharing of the Sulawesi Biodiversity developed at provincial level.</p> <p>2018: Fully utilized the platform for island-based biodiversity monitoring, planning and budgeting.</p> <p>2019: Publication of Sulawesi biodiversity & best practices of PA management disseminated in various forms of media & discussed/reviewed at</p>	Project reporting on system functionality ; direct experience logging on	Willingness of multiple partners to share data	<ul style="list-style-type: none"> Online Knowledge Sharing Platform for Biodiversity has been developed, serving as an information portal to obtain biodiversity data and analysis at the link of http://www.E-PASSbis.org. A Technical Guidelines for Biodiversity Monitoring were developed. The project supported to enhance capacity of 150 personnel from conservation authorities from the three project sites through training on monitoring techniques, use of basic monitoring tools, and data collection. Field sampling protocol is used to measure population of 7 species (namely: montane anoa <i>Bubalus quarlesi</i>, lowland anoa <i>Bubalus depressicornis</i>, babirusa <i>Babirusa babirusa</i>, tarsius <i>Tarsius fuscus</i>, Sulawesi black Macaque <i>Macaca nigra</i>, Moor macaque <i>Macaca maura</i>, and maleo <i>Macrocephalon maleo</i>). The protocol of database team for operating E-PASS BIS in MoEF has been finalized and ready to use for staff in resort level and the MoEF as guideline. Training of trainer for E-PASS BIS (www.E-PASSbis.org) has been held in Jakarta on 1-2 March 2018. Survey for probing information about consumption pattern and illegal wildlife trade in districts near CFMU Tangkoko has been conducted during February 5-19, 2018. It was recorded approximately 200 people from community near CFMU Tangkoko (with proportions of 65 % males and 35 % females) participated in the survey.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			national and sub-national level. 2020: Users across Sulawesi, Indonesia and beyond are able to upload to and access historic data on biodiversity and protected areas, generated by multiple sources, using a platform created by the project.			
	Representation of lowland forest (key under-represented forest ecosystem types in Sulawesi's PA system)	131,000 ha, or 4.2% of total remaining habitat type	2015: - 2016: Spatial planning arrangement for Sulawesi PA system designed based on biodiversity importance & bio-geographical representatives of the PA system. 2017: PA System Consolidation Plan and Action plan for expansion and realignment of Sulawesi PA System be vetted by relevant districts and provinces planning authorities to be eventually integrated	Gazettelement	Site confirmed to have characteristics needed for NP status	<ul style="list-style-type: none"> Gandang Dewata National Park in West Sulawesi (covering 214,186 Ha) was formally established through the MoEF Decree No.SK.773/Menlhk/Setjen/PLA.2/10/2016 on 3 October 2016. The project conducted survey of land use on maleo bird nesting ground in Muara Pusian. Tangkoko has been set as Conservation Forest Management Unit (CFMU) through MoEF decree No SK. 748/menlhk/setjen/PLA.0/2016. LLNP has already made draft design about spatial planning system for conservation area in Sulawesi along with action plan and consolidation plan that is still being revised. In addition, Tangkoko has prepared wild animal corridor in protected forest of Wiau and Klabat mountain. The project has facilitated activities in developing the Gandang Dewata National Park and issuance of Minister of Environment and Forestry's Decision Letter (SK Menteri LHK (SK No.773 dated October 3rd 2016 on designating Gandang Dewata NP covering 79,342 ha area in West Sulawesi.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>into their spatial planning.</p> <p>2018: Implementation of the Action plan at island level in coordination with relevant directorates within the Ministry of Forestry including gazetting preparation process of new National Park (Ganda Dewata).</p> <p>2019: Policy recommendation & exit strategy to sustain the plan implementation adopted by relevant authorities.</p> <p>2020: Representation of low land forest increased to 210,000 ha, or 6.7% of remaining habitat type (representing a 60% increase in coverage).</p>			
	Representation of additional under-represented ecosystems	Karst ecosystems – 2.3% of existing ecosystem protected	<p>2015: -</p> <p>2016: -</p> <p>2017: 100% increase in coverage</p>			<ul style="list-style-type: none"> This indicator would be removed from the final project document according to board meeting results. The project had to inform RTA to remove this indicator/target from the RF based on feedback from inception workshop and subsequent approval from PB.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			2018: 100% increase in coverage 2019:100% increase in coverage 2020:100% increase in coverage			
2. Financial sustainability of the Sulawesi PA system	Financial sustainability score (%) for the sub-system of Sulawesi's protected areas: - Component 1 – Legal, regulatory and institutional frameworks - Component 2 – Business planning and tools for cost-effective management - Component 3 – Tools for revenue generation	Financial sustainability score (see Annex 6 - Tracking Tool, incl. METTs and Financial Sustainability Scorecard) 34 % 35 % 28 %	2015: - 2016: Economic valuation of Sulawesi PA system reviewed particularly for three project sites. 2017: Communication strategy to increase public awareness on the importance of biodiversity & ecosystem services provision developed. Key target groups: decision makers, local government official and local and indigenous community. 2018: Increased financial sustainability score for component 1 (40%), component 2 (40%) and component 3 (35%)	Financial scorecard		<ul style="list-style-type: none"> Conducted study to estimate value of ecosystem services in the three project sites (US\$ 36.29 million in Bogani Nani Wartabone National Park, US\$ 32.32 million in Lore Lindu National Park, and US\$ 10.02 million in Tangkoko NR). Economic value was very high, Economic dependency of the community in the buffer zone areas was equally high, Economic loss of local government due to insufficient investment was high, and Communication strategy was needed to raise awareness among the local communities. The project had identified some financing models to for the three project sites, however the project has not decided yet which one would be used as financing model. Communication strategy to increase awareness has been developed and finalized by the project as communication guideline. With the project intervention, in 2019, the financial score has reached 58% for component 1, 64% for component 2, and 56% for component 3 (Ev5). It is only 1% away from EOP target for component 2, and 4% away for component 3. Through the Component 2.1, the Ministry of PPN/Bappenas was pushing for policy changes at the national level to support an increase in the value of the financial sustainability scorecard.

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			<p>2019: Increased financial investment in the Sulawesi PA system. Quantitative target will be discussed during the Inception Workshop.</p> <p>2020: Increased financial sustainability score for component 1 (50%), component 2 (50%) and component 3 (50%).</p>			<ul style="list-style-type: none"> The Ministry of PPN/Bappenas is developing a digital platform to increase the public awareness on the importance of the financing for protected areas and biodiversity conservation. To conclude, component 2.1 is approximately 90% against EOP target. In 2020, Ministry of PPN/Bappenas with Ministry of Environment and Forestry will reassess the financial sustainability scorecard to see if the target of 50% for each component has been achieved.
	Annual budget allocated to protected areas	Estimated \$12.3 million allocated annually.	<p>2015: -</p> <p>2016: Sulawesi PA system financing plan and strategies developed including proposals for broader policy reform supporting revenue generation and retention, institution arrangement, tool for cost effective management and others.</p> <p>2017: Business plan of the Sulawesi PA developed through participatory approach involving communities, private sector, NGOs</p>	Financial scorecard in last year of project	No negative fiscal constraints emerging	<ul style="list-style-type: none"> The project prepared a report regarding potential financial mechanism for conservation area management in Sulawesi which included the Draft blue print of alternative biodiversity funding (non-State Budget/ non-APBN) and policy recommendation for supporting investment plan. Public consultation for sustainable financing mechanism to formulate strategy and financial planning of conservation area, seminar of sustainable finance for conservation area at national level involving Government, community, private sector, NGO, media, academic and ecotourism players conducted. From target \$16,81 million in 2020, the annual budget allocated to protected areas in Sulawesi reached \$16,3 million in 2019. Annual budget allocated to protected areas in Sulawesi estimated US\$16,3 million (around Rp220-billion rupiah/1 \$ = Rp13.500) Target of the project to increase the budget allocation by 25% or equivalent to US\$16.81 million has been achieved. Budget increased was calculated based on

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>and related government agencies.</p> <p>2018: At least one pilot financing projects operating in each project site.</p> <p>2019: Best practiced of the business plan implementation documented for replication.</p> <p>2020: Annual budget allocation to the PA system increased 25% equivalent to approx. \$15 million.</p>			<p>the government budget allocation in Sulawesi landscape, comprises of RM (rupiah murni/domestic revenue), PNB (Pendapatan Negara Bukan Pajak/Non-Tax Revenue), SBSN (Surat Berharga Syariah Negara/Islamic Bond), HLN (Hibah luar negeri/foreign grant) through the UPT DIPA. The annual budget allocation data has showed an increase of 35% from year 2015 to year 2020.</p> <ul style="list-style-type: none"> The Ministry of PPN/Bappenas has completed a business plan for the Bogani Nani Wartabone National Park. The Ministry of PPN/Bappenas has conducted a pilot project for sustainable financing implementation in TNBNW, focusing on the brown sugar financing mechanism through the concept of agroforestry. The ministry of PPN/Bappenas will also formulate a protocol of lessons learned from the pilot project implementation as a reference for future replications. The process has been showing slow progress due to the COVID-19 pandemic that limits physical gatherings and journeys to project's landscapes. The development of business plan in TN Lore Lindu and KPHK Tangkoko is delayed to to COVID-19 pandemic. The major impact of COVID-19 is felt to implementation of sustainable financing mechanism in TN Bogani Nani Wartabone. Ministry of PPN/Bappenas initially plans to piloting a conservation agreement of sugar palm production between national park manager, agroforestry community group, and Forest Management Units through intensive group discussion.
	Sustainable financing mechanisms for PAs	Government budgetary allocations / funding only	<p>2015: -</p> <p>2016: Study on potential financing mechanism for</p>		Ability to navigate any potential legal or regulatory constraints	<ul style="list-style-type: none"> The project also gathered support from local stakeholders (local government, community, student groups and nature observer groups) comprising 31 people (20 male, 11 female) for BNWNP authority to design camping ground at Peapata Hill, Tulabolo

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			<p>Sulawesi PA management.</p> <p>2017: An enabling policy/legal environment developed through technical meetings, consultation and consensus building at local and national level.</p> <p>2018: Design, negotiation, formalization and operationalization of mechanism implemented.</p> <p>2019: National mechanism of the PA system financing socialized to relevant stakeholders.</p> <p>2020: At least two new sustainable financing mechanisms for PA management developed, which can provide a minimum of US\$ 3 million per year for PA management.</p>			<p>Village, as part of the NP efforts in the development of ecotourism.</p> <ul style="list-style-type: none"> E-PASS LLNP supported BAPPENAS in recruiting 3 consultants on subject like Government relations, Conservation and program business specialist, Institutional Policy and Legal Expert in order to formulate sustainable financing mechanism. The project appointed ICRAF to identify some financing models to be used in the three project sites, however, the consultant has not decided yet which model will be used as a financing model. The project has supported Ministry of PPN/Bappenas for promoting two new financing mechanisms for the conservation and biodiversity programs: (i) channelling fund from Surat Berharga Syariah Negara (SBSN) for protected areas system, and (ii) mainstreaming protected areas issue into the national priority program. Both mechanisms have successfully increased the fund for the conservation areas within the last three years. The exact nominal funding from SBSN and mainstreaming are still under calculation by the project. <p>(1) SBSN for Protected Areas System During the project, Ministry of PPN/Bappenas is actively encouraging the use of Surat Berharga Syariah Negara instruments so that it can finance the development of ecotourism infrastructure and wildlife breeding in conservation areas (Ev2). In 2020, the utilization of Surat Berharga Syariah Negara has reached US\$8,8 million across protected areas in Indonesia. Planning and budgeting activity for utilization of Surat Berharga Syariah Negara for year 2021 is currently ongoing.</p> <p>(2) <u>Mainstreaming Strategy by Integrating Conservation, Tourism, and Poverty Alleviation: Ministry of PPN/Bappenas and MoEF, with the</u></p>

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						support from the project, designed the strategy document for the Directorate General of Nature Resource & Ecosystem Conservation to mainstream into the national priorities of poverty reduction and economic development. This need approval.
3. Threat reduction and collaborative governance in the target PAs and buffer zones	METT scores for demonstration sites	LLNP - 61 BNWNP - 64 Tangkoko Batuangas NR - 55	2015: - 2016: Action plan for strengthening management effectiveness of the Sulawesi PA system developed. 2017: Participatory Biodiversity-based boundaries realigning at project sites and buffer zone designation developed. 2018: Increased METT scores for LLNP – 65, BNWNP – 67, TBNR Complex - 60 2019: Collaborative management in the targeted PAs and buffer zone integrated in Sulawesi PA system action plan. 2020: Increased METT Score for LLNP – 70,	METT surveys	Surveys are unbiased	<ul style="list-style-type: none"> • A Strategic Action Plan for Strengthening Management Effectiveness and Threat Reduction and METT for the three project sites has been developed during this reporting period. • Tangkoko Forest Conservation Management Unit (KPHK) was formally established on 20 September 2016 through Minister of Environment and Forestry Decree no. SK.748/Menlhk/Setjen/PLA.0/9/2016, covering an area of 8,545 ha consists of Duasudara Nature Reserve, Batuangus Nature Park, and Batuputih Nature Park. • The Project in LLNP encouraged and supported villagers in buffer zone to use high value plants such as durian, nutmeg, resin, candlenut, and avocado as PA natural boundary wall. <ul style="list-style-type: none"> • Mett Scores LLNP 61% to 73%. BNWNP 64% to 74%. KPHK Tangkoko 55% to 63. The METT Score for 3 project sites surpassed end of project target level (100%) • The METT value has increased in all project sites: 1) 77% in BNW NP; 2) 68% in Tangkoko Batuputih NR; 61% in Tangkoko Batuangus NR; 62% in Tangkoko Duasudara NR; 3) 73% in LL NP

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			BNWNP – 70, and Tangkoko Batuangas NR – 70			
	Threat indices at project demonstration sites	LLNP – 0.23 BNWNP – 0.28 Tangkoko Batuangas NR – 0.31	2015: - 2016: Updated threats and work plan in project sites. 2017: Developed monitoring, evaluation & reporting mechanism of the PA threats, led by Surveillance Unit. 2018: Reduced threat indices for LLNP – 20,BNWNP – 25, and Tangkoko Batuangas NR – 25 2019: Best practices developed and disseminated. 2020: Reduced threat indices for LLNP – 0.15; BNWNP – 0.20; Tangkoko Batuangas NR – 0.20	Threat indices	Surveys are unbiased	<ul style="list-style-type: none"> Project interventions on the improvement of Capacity Scorecard and METT score has helped to reduce threat indices in the three demonstration sites. Capacity development, SMART patrol, data gathering, and regular and functional patrols conducted in LLNP and Tangkoko NR helped provide fast track updates of threat situation in the PA. Threat index monitoring implementation TOR is already prepared in 3 project sites. The project has facilitated BNWNP office and Bolmong police resort in following up the case of rattan management in the office of production forest management Prod Wil XII in Palu Central Sulawesi province. Threat Index was 31% in Bogani Nani Wartabone NP; 18% in Tangkoko NR; and 18% in Lore Lindu NP.
	Ecosystem health index at project demonstration sites	Lore Lindu NP - .68	2015: - 2016: Updated RBM guidelines including biodiversity and	EHI surveys	Surveys are unbiased	<ul style="list-style-type: none"> Repeated EHI assessments produced following scores: for Bogani Nani Wartabone NP (.65), Tangkoko Complex (.57) and Lore Lindu NP (.69), revealing increases for all sites compared to the baseline. EHI assessment was based on observation

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		Bogani Nani Wartabone NP - .55 Tangkoko Batuangas NR - .48	ecosystem health monitoring. 2017: Developed monitoring, evaluation & reporting mechanism to regularly update the ecosystem health. 2018: Increased EHI for Lore Lindu NP - 0.70, Bogani Nani Wartabone NP - 0.60, and Tangkoko Batuangas NR - 0.60 2019: Implemented and adopted RBM innovation incentive mechanism; published project best practices. 2020: Increased EHI for Lore Lindu NP - .75; Bogani Nani Wartabone NP - .75; Tangkoko Batuangas NR - .75			<p>of the stakeholders that were interviewed during the assessment.</p> <ul style="list-style-type: none"> The largest increase recorded was for the species health risks component. The habitat health score in 2016 was .73, which was short of .02 from the project target of .75. Based on the stakeholder's observations, the habitats are only partly fragmented, and the habitat only experienced minor degradation, relative to the total area of BNWNP, which contributed to a higher score. The project with Directorate of Conservation Area, Directorate General of KSDAE had issued Map for Ecosystem Restoration Plan in Sulawesi on December 2018. The value of Environmental Health Indicator reached 66% in BNW NP, 78% in Tangkoko NR, and 66% in LL NP.
	Populations of selected threatened indicator species at project sites	<u>LLNP</u> – Mountain Anoa, Babirusa, Maleo <u>BNWNP</u> – Maleo, Babirusa, mountain Anoa <u>Tangkoko</u> <u>Batuangas NR</u> –	2015: - 2016: Monitored of the existing condition of selected threatened species, threats, habitat and wildlife trade.	Project field surveys	Existing populations remain viable and can stabilize or recover once threat levels are reduced	<ul style="list-style-type: none"> The project developed Field Technical Guidelines for Biodiversity Monitoring and Handbook of Field Sampling Protocol for Biodiversity Monitoring of key species. Accordingly, the Project in Tangkoko NR set up 17 camera traps in collaboration with WCS for monitoring of the populations of selected species within the PA and 150 personnels were trained for this task. The Project helped to develop Conservation Strategic Action Plan for Macaca Nigra and Maleo.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
		<i>Macaca nigra</i> , Sulawesi civet, Maleo, lowland Anoa	2017: Developed species management measures guidelines. 2018: Maintained population of key species. 2019: Database on key species information updated and disseminated. 2020: Indicator population species maintained or increasing; appropriate population structure achieved.			<p>The project also conducted habitat survey on tarsier in LLNP to analyze its characteristics. The Project also developed blueprint design of maleo sanctuary in Saluki, LLNP.</p> <ul style="list-style-type: none"> In Tangkoko, the project did survey for mapping Maleo nesting locations and for this it installed 30 camera traps. In LLNP, the project has already prepared basic design of the sanctuary of Maleo and conducted Tarsier habitat survey and tarsier inventory in 2 different locations. In addition, in BNWNP the project conducted maleo monitoring in Hugayono muara Pusian Tambun. The project developed draft-design of Yaki strategic action plan in Tangkoko and Maleo draft action plan in BNWNP. Public consultation on Yaki (<i>Macaca nigra</i>) SRAK (action plan) was conducted on January 18 2018. Yaki (<i>Macaca nigra</i>) action plan (SRAK) draft has been submitted to Directorate Biodiversity Conservation. The draft action plan documents are being revised to address comments from the Directorate and other stakeholders. In addition, Maleo action plan for conserving and rescuing/ protecting the maleo habitat was also finalized by BNWNP. Standard Operating Procedure (SOP) for Maleo Nesting Ground Management in BNWNP was ratified by Head of BNWNP. Draft on SRAK (action plan) Monyet Yaki (<i>Macaca nigra</i>) 2019-2028 has finalized and submitted by Directorate of Biodiversity and Conservation to DG of KSDAE on June 14, 2019. While, draft on SRAK (action plan) Maleo senkawor 2019-2028 also finalized and submitted by Directorate of Biodiversity and Conservation to DG of KSDAE on May 31, 2019. Monitoring and survey of key species have been conducted on 12—15 September 2018 by the project through RBM patrol

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						<p>in KPHK Tangkoko region. Every path has been monitored related field findings such as dung, feather, and voice whereas for plant identification of illegal logging was traced via findings. The Activity of Maleo nesting ground management in Rumesung has been conducted on October 14-20, 2018. Lizards became a problem in maleo nesting ground.</p> <ul style="list-style-type: none"> • BNWNP also conducted maleo DNA analysis to study the genetic diversity of Maleo in Tambun and Binerean. Based on finding, haplotide diversity of Maleo senkawor in Tambun was higher by 0,84 compared to 0,72 in maleo Senkawor in Tanjung Binerean. Nesting behavior was also found different, inland nesting grounds in Tambun and coastal nesting grounds in Binerean. Field study for maleo breeding management has been conducted in Tambun on November 5-6, 2018 for CCAs. Monitoring and rapid assessment of key species have been conducted in Tulubalo Resort TNBNW. Survey found that nesting ground at Pohulongo was well operated, and habitat condition in Mainunggu still supported anoa and babi rusa population. • In BNW NP: 1) the occupancy rate based on camera trap findings for the anoa and deer-pig were 32% and 36% respectively; 2) The occupancy rate of the maleo birds couple in 3 locations throughout the years of 2016-2019, has significantly increased from 6.4% to 54.4%. In the Tangkoko Batuangas NR: 1) The Yaki SRAK document has been legalized in the year 2019; 2) Based on the monitoring and evaluation conducted in year 2019, four locations of active spawning of maleo birds have been found; 3) The population density of Yaki reached 14.6 Yakis/km² based on the survey done in 2019. In the area of LL NP: 1) In the

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cumulative progress assessment based on PIRs (2016-2020)
	Active encroachment areas in target PAs	- Encroachment levels as of 2011: LLNP 6,333 ha, BNWNP 3,436 h. Tangkoko baseline TBD.	2015: - 2016: Fragmented and degraded ecosystem restoration conducted. 2017: Conflict resolution to reduce forest encroachment developed. 2018: Stopped encroachment activity in target sites. 2019: Best practices adopted and replicated to other sites. 2020: Zero increase in net levels of active encroachment.	Project field surveys	Success of CCA programme and enforcement efforts	<p>year 2019 in the Cluster of CS-25 the rate of encounter with the anoa was 40 times;</p> <ul style="list-style-type: none"> • Encroachment problem: Less than 50% of respondents from the vicinity of PAs had a clear understanding of the location, function and rules of PAs. All communities has realisation on the intrinsic value of living in close proximity to the forest. • The Project has supported regular and functional patrol in LLNP and Tangkoko NR within and along the borders of the PAs. • A Memorandum of Understanding (MoU) was signed between the NP and local law enforcement authorities for a joint program planand communication channel to ensure real-time information sharing for timely action related to identified illegal activities.The MoU has been extended to engage North Sulawesi Nature Resource Authority. • Survey activity regarding encroachment is not yet conducted but with the existence of functional patrol and smart patrol the encroachment data is being updated in LLNP. • Restoration of 15 Ha of land that was degraded from an illegal gold mining at Dongi-dongi has been completed in LLNP.As a strategy to reduce encroachment, CCA (Community Conservation Agreement) was completed in 3 project sites. BNWNP and CFMU Tangkoko conducted the preparation of ecosystem recovery of 10 ha in north Tapadaka village by involving 2 community groups. • For LLNP the loss of forests was 10.5 square km for the period 2000-2015. For the period 2015-2017, the rate of deforestation reduced to only 6,96 square km. In BTNBNW loss of 60.6 square km for the period 2000-2015 and decreased for only 0,9245 square km

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						<p>for the period 2015-2017. For KPHK Tangkoko the deforestation rate for period 2000-2015 was 26,05 square km and it was reduced to 14.05 square km for the period 2015-2017</p> <ul style="list-style-type: none"> • To reduce encroachment, CCA (Community Conservation Agreement) has been executed in 3 project site. BNWNP conducted ecosystem recovery scheme with CCA mechanism by involving 2 CCAs. Meeting on strengthening capacity and commitment of stakeholders in illegal trade wildlife has been conducted on December 13-14, 2018. • Discussion and field visit on tenure conflicts has been conducted in TNBNW office, North Tapadaka Village and Toraut Village. Survey for flora diversity, environmental services, and community activities mapping in the traditional zone of LLNP has been held on June 17-22, 2019. Meanwhile, in KPHK Tangkoko, training for community-based patrol has been conducted on June 2019 for the community around TWA Batuputih and TWA Batu Angus, KPHK Tangkoko. <ul style="list-style-type: none"> • In BNW NP: i) Joint area patrol by the community through RBM mechanism and Smart Patrol have been done in 11 resorts; ii) It has been stated in the CCA agreement by 17 groups in 15 villages to refrain from any encroaching activities; iii) Re-planting activities have been implemented by CCA groups with conservation partnership for ecosystem recovery. • In Tangkoko NR: i) With the support of the E-PASS project, all of the CCAs have agreed to refrain from encroaching activities; ii) Awareness raising regarding border boundary has been conducted in the buffer zone of Tangkoko NR; iii) Planting on the border line has been done by CCA Madidir &

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
						<p>Winesa; iv) Replanting the open areas has been done together with the local natural resources conservation agency (BKSDA) and the partners.</p> <ul style="list-style-type: none"> In LL NP: i) SMART Patrol has been conducted; ii) Has supported the recovery of the Dongi Dongi ecosystem; iii) Establishment of village conservation management unit which is conducting joint patrol with the community of the National Park; iv) Reduce encroachment by planting non-timber forest products in the traditional zones, Planting living boundary together with the CCAs of Doda Village and Lempe Village.
	Existence and effectiveness of collaborative governance systems	Approximately 30 Community Conservation Areas (CCAs) established, currently operating at varying degrees of functionality.	<p>2015: -</p> <p>2016: Existing CCAs revitalized and 5 new CCAs established.</p> <p>2017: Education programme for local communities mobilized through mobile education units and village education centers establishment.</p> <p>2018:</p> <p>(i) At least 40 CCAs established/revitalized at all project sites.</p> <p>(ii) At least 30 CCAs above operating at an agreed baseline level of functionality.</p>	Project reports	Community interest	<ul style="list-style-type: none"> A draft operational guideline for micro capital grant management has been developed. Toknow PAs' buffer zone area, the Project undertook mapping to identify potential PA Buffer Zone, Its existing land use and PA Boundary condition with studies recommendation of agroforestry system imolementation in the encroached area in collaboration with the local community. The Project established partnership with local partners to develop joint action plan on collaborative governance system in buffer zone area in Gorontalo and Kotamobagu for BNWNP. The project so far has established 10 village-based CCAs and in the process of socializing agreement with 9 more villages in coordination with the NP and provincial conservation authorities in the three project sites. In cooperation with other NGOs working in Tangkoko NR, the project supported the distribution of conservation module for school children developed by Tangkoko Conservation Center (PKT). In an effort to gain support from the community in the buffer zone area, the Project in LLNP initiated a nature school in partnership with rangers and Toro Village community.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			<p>(iii) At least 12 CCAs above are rated as 'highly functional'.</p> <p>2019: Agreements on collaborative management, for instance between PAs and communities, NGOs, parallel projects, local universities and local Government established. Micro-capital grants for small income generating/conservation schemes proposals established.</p> <p>2020:</p> <p>(i) At least 45 CCAs, including some at each project demonstration site</p> <p>(ii) 70% of above CCAs are operating at an agreed baseline level of functionality.</p> <p>(iii) 35% of above CCAs are rated as 'highly functional' (rating system to be</p>			<ul style="list-style-type: none"> • The project has conducted visit to elementary schools for conservation awareness located in Mengkang and Maelang. The activity is held to raise awareness about the importance of conservation in buffer zone to protect National park from disturbance. In Tangkoko, the project facilitated mobile conservation unit along with educational module distribution around CFMU Tangkoko area whereas LLNP has already initiated nature school in Toro village. The project has initiated awareness on the importance of conservation area (LLNP) in Doda Middle School • 46 agreement documents signed with the community groups (CCA).

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions	Cummulative progress assessment based on PIRs (2016-2020)
			developed and applied during inception phase).			

Annex VI: Revised Table of Project Indicators

Project's Development Goal: Effectively managed system of protected areas that is well integrated into its surrounding landscape contributing to sustainable, inclusive and equitable development in Sulawesi.

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
Objective: To strengthen the effectiveness and financial sustainability of Sulawesi's protected area system to respond to threats to globally significant biodiversity	Institutional capacity scores*for: - PHKA (Jakarta) - LLNP - Bogani Nani NP - North Sulawesi BKSDA *Based on UNDP Capacity Scorecard (See annex 5)	- PHKA (Jakarta): 66% - LLNP: 43% - Bogani Nani NP: 42% - North Sulawesi BKSDA: 40%	2014: Capacity development strategies and action plan drafted. 2015: Capacity development strategies and action plan developed; commenced for implementation. 2016: RPTNs (National Park Management Plan) updated. 2017: Capacity score for PHKA :70%, LLNP :50%, Bogani Nani NP :50% and North Sulawesi BKSDA: 50%. 2018: Draft local government regulation on buffer zone. 2019: Capacity score for PHKA (Jakarta): 75%, LLNP: 55%, Bogani Nani NP: 55% and North Sulawesi BKSDA: 55%;	Scorecards	Enhanced institutional capacities will not be overwhelmed by potentially increasing, external threat factors associated with population growth, etc.
	Annual levels of forest degradation within Sulawesi's terrestrial PAs	Approximately 56,505 ha of forest loss within PAs from 2000-2008 or 7,603 ha/year	2015: Developed baseline forest cover in Project demonstration sites. 2016: Annual forest degradation at project sites reduced by 5% from the baseline. 2017: Annual forest degradation at project sites reduced by 10% from the baseline.	Satellite imagery, RBM/patrol report	Availability of fine-grained data suitable for making comparisons Leakage does not substantially counterbalance project efforts

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2018: Annual forest degradation at project sites reduced by 15% from the baseline.</p> <p>2019: 25% reduction in annual deforestation within PAs and buffer zones in the project sites combined between baseline years (2000-2010) and last three years of project (2016-2019).</p>		
1. Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system	Extent of implementation of RBM (Resort-based Management)	RBM has begun to be implemented at all NPs but remains incomplete throughout	<p>2014: Gap analysis report on existing policies & RBM operational guidelines drafted.</p> <p>2015: Developed operational guidelines for RBM implementation;</p> <p>2016: (i) Guidelines for Community engagement & Co-Management developed and (ii) related trainings conducted;</p> <p>2017: at least 25% of resorts in all project sites achieved at least one stage above baseline;</p> <p>2018: Incentive mechanism for resort level innovation established;</p> <p>2019: Using PHKA RBM scoring system (para 60), at least 50% of resorts in the project sites achieved one stage level above the baseline.</p>	PHKA surveys	Continued support at Ministerial level for RBM reforms
	Effectiveness of anti-poaching efforts	Very limited implementation of anti-poaching laws across Sulawesi	2015: (i) a small unit of intelligence based poaching & wildlife tradesurveillance established and equipped; (ii) mechanism for monitoring, analysing and reporting developed.	Surveys conducted within buffer zone communities	No interest to, or unable to, mislead surveyors on the part of interviewees

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2016: The Unit was fully operational at least within Project sites and buffer zones.</p> <p>2017: Reporting system on wildlife trade & consumption was in place at project sites & buffer zones.</p> <p>2018: Initial replication of the intelligence based poaching & wildlife tradesurveillance unit to other PAs in Sulawesi.</p> <p>2019: Intelligence-based anti-poaching has become a well-known feature of PA management, affecting incentives in measurable ways (surveys).</p>		
	Operational island-wide biodiversity monitoring system	No integrated monitoring	<p>2015: : Technical guidelines for biodiversity, key species and habitat condition monitoring updated & disseminated to all Sulawesi PAs system.</p> <p>2016: Platform for monitoring, reporting & knowledge sharing of the Sulawesi Biodiversity developed at provincial level.</p> <p>2017: Fully utilized the platform for island-based biodiversity monitoring, planning and budgeting.</p> <p>2018: Publication of Sulawesi biodiversity & best practices of PA management disseminated in various forms of media & discussed/reviewed at national and sub-national level.</p>	Project reporting on system functionality; direct experience logging on	Willingness of multiple partners to share data

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
	Representation of lowland forest (key under-represented forest ecosystem types in Sulawesi's PA system)	131,000 ha, or 4.2% of total remaining habitat type	<p>2019: Users across Sulawesi, Indonesia and beyond are able to upload to and access historic data on biodiversity and protected areas, generated by multiple sources, using a platform created by the project.</p> <p>2015: Spatial planning arrangement for Sulawesi PA system designed based on biodiversity importance & bio-geographical representatives of the PA system.</p> <p>2016: PA System Consolidation Plan and Action plan for expansion and realignment of Sulawesi PA System be vetted by relevant districts and provinces planning authorities to be eventually integrated into their spatial planning.</p> <p>2017: Implementation of the Action plan at island level in coordination with relevant directorates within the Ministry of Forestry including gazetting preparation process of new National Park (Ganda Dewata).</p> <p>2018: Policy recommendation & exit strategy to sustain the plan implementation adopted by relevant authorities.</p> <p>2019: Representation of low land forest increased to 210,000 ha, or 6.7% of remaining habitat type (representing a 60% increase in coverage).</p>	Gazettement	Site confirmed to have characteristics needed for NP status
2. Financial sustainability of	Financial sustainability score (%) for the sub-	Financial sustainability score (see Annex 6 -	2015: Economic valuation of Sulawesi PA system reviewed particularly for three project sites.	Financial scorecard	

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
the Sulawesi PA system	system of Sulawesi's protected areas: - Component 1 – Legal, regulatory and institutional frameworks - Component 2 – Business planning and tools for cost-effective management - Component 3 – Tools for revenue generation	Tracking Tool, incl. METTs and Financial Sustainability Scorecard) 34 % 35 % 28 %	2016: Communication strategy to increase public awareness on the importance of biodiversity & ecosystem services provision developed. Key target groups: decision makers, local government official and local and indigenous community. 2017: Increased financial sustainability score for component 1 (40%), component 2 (40%) and component 3 (35%) 2018: Increased financial investment in the Sulawesi PA system. Quantitative target will be discussed during the Inception Workshop. 2019: Increased financial sustainability score for component 1 (50%), component 2 (50%) and component 3 (50%).		
	Annual budget allocated to protected areas	Estimated \$12.3 million allocated annually.	2015: Sulawesi PA system financing plan and strategies developed including proposals for broader policy reform supporting revenue generation and retention, institution arrangement, tool for cost effective management and others. 2016: Business plan of the Sulawesi PA developed through participatory approach involving communities, private sector, NGOs and related government agencies. 2017: At least one pilot financing projects operating in each project site.	Financial scorecard in last year of project	No negative fiscal constraints emerging

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2018: Best practiced of the business plan implementation documented for replication.</p> <p>2019: Annual budget allocation to the PA system increased 25% equivalent to approx. \$15 million.</p>		
	Sustainable financing mechanisms for PAs	Government budgetary allocations / funding only	<p>2015: Study on potential financing mechanism for Sulawesi PA management.</p> <p>2016: An enabling policy/legal environment developed through technical meetings, consultation and consensus building at local and national level</p> <p>2017: Design, negotiation, formalization and operationalization of mechanism implemented.</p> <p>2018: National mechanism of the PA system financing socialized to relevant stakeholders.</p> <p>2019: At least two new sustainable financing mechanisms for PA management developed, which can provide a minimum of US\$ 3 million per year for PA management.</p>		Ability to navigate any potential legal or regulatory constraints
3. Threat reduction and collaborative governance in the target PAs and buffer zones	METT scores for demonstration sites	LLNP - 61 BNWNP - 64 Tangkoko Batuangas NR - 55	<p>2015: Action plan for strengthening management effectiveness of the Sulawesi PA system developed.</p> <p>2016: Participatory Biodiversity-based boundaries realigning at project sites and buffer zone designation developed.</p>	METT surveys	Surveys are unbiased

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2017: Increased METT scores for LLNP – 65, BNWNP – 67, TBNR Complex - 60</p> <p>2018: Collaborative management in the targeted PAs and buffer zone integrated in Sulawesi PA system action plan.</p> <p>2019: Increased METT Score for LLNP – 70, BNWNP – 70, and Tangkoko Batuangas NR – 70</p>		
	Threat indices at project demonstration sites	<p>LLNP – 0.23</p> <p>BNWNP – 0.28</p> <p>Tangkoko Batuangas NR – 0.31</p>	<p>2015: Updated threats and work plan in project sites.</p> <p>2016: Developed monitoring, evaluation & reporting mechanism of the PA threats, led by Surveillance Unit.</p> <p>2017: Reduced threat indices for LLNP – 20, BNWNP – 25, and Tangkoko Batuangas NR – 25</p> <p>2018: Best practices developed and disseminated.</p> <p>2019: Reduced threat indices for LLNP – 0.15; BNWNP – 0.20</p> <p>Tangkoko Batuangas NR – 0.20</p>	Threat indices	Surveys are unbiased
	Ecosystem health index at project demonstration sites	<p>Lore Lindu NP - .68</p> <p>Bogani Nani Wartabone NP - .55</p> <p>Tangkoko Batuangas NR - .48</p>	<p>2015: Updated RBM guidelines including biodiversity and ecosystem health monitoring.</p> <p>2016: Developed monitoring, evaluation & reporting mechanism to regularly update the ecosystem health.</p>	EHI surveys	Surveys are unbiased

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2017: Increased EHI for Lore Lindu NP - 0.70, Bogani Nani Wartabone NP - 0.60, and Tangkoko Batuangas NR - 0.60</p> <p>2018: Implemented and adopted RBM innovation incentive mechanism; published project best practices.</p> <p>2019: Increased EHI for Lore Lindu NP - .75 Bogani Nani Wartabone NP - .75 Tangkoko Batuangas NR - .75</p>		
	Populations of selected threatened indicator species at project sites	<p><u>LLNP</u> – Mountain Anoa, Babirusa, Maleo</p> <p><u>BNWNP</u> – Maleo, Babirusa, mountain Anoa</p> <p><u>Tangkoko Batuangas NR</u> – Macaca nigra, Sulawesi civet, Maleo, lowland Anoa</p>	<p>2015: Monitored of the existing condition of selected threatened species, threats, habitat and wildlife trade.</p> <p>2016: Developed species management measures guidelines.</p> <p>2017: Maintained population of key species.</p> <p>2018: Database on key species information updated and disseminated.</p> <p>2019: Indicator population species maintained or increasing; appropriate population structure achieved.</p>	Project field surveys	Existing populations remain viable and can stabilize or recover once threat levels are reduced
	Active encroachment areas in target PAs	- Encroachment levels as of 2011: LLNP 6,333 ha, BNWNP 3,436 h. Tangkoko baseline TBD.	<p>2015: Fragmented and degraded ecosystem restoration conducted.</p> <p>2016: Conflict resolution to reduce forest encroachment developed.</p>	Project field surveys	Success of CCA programme and enforcement efforts

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			<p>2017: Stopped encroachment activity in target sites.</p> <p>2018: Best practices adopted and replicated to other sites.</p> <p>2019: Zero increase in net levels of active encroachment.</p>		
	Existence and effectiveness of collaborative governance systems	Approximately 30 Community Conservation Areas (CCAs) established, currently operating at varying degrees of functionality.	<p>2015: Existing CCAs revitalized and 5 new CCAs established.</p> <p>2016: Education programme for local communities mobilized through mobile education units and village education centers establishment.</p> <p>2017:</p> <p>(i) At least 40 CCAs established/revitalized at all project sites.</p> <p>(ii) At least 30 CCAs above operating at an agreed baseline level of functionality.</p> <p>(iii) At least 12 CCAs above are rated as ‘highly functional’.</p> <p>2018: Agreements on collaborative management, for instance between PAs and communities, NGOs, parallel projects, local universities and local Government established. Micro-capital grants for small income generating/conservation schemes proposals established.</p> <p>2019:</p>	Project reports	Community interest

Objective/ Outcome	Indicator	Baseline	Annual Project target	Source of Information	Risks and assumptions
			(i) At least 45 CCAs, including some at each project demonstration site (ii) 70% of above CCAs are operating at an agreed baseline level of functionality. (iii) 35% of above CCAs are rated as 'highly functional' (rating system to be developed and applied during inception phase).		

Annex VII: Rating Scales

i) Criteria used to evaluate the Project by the Final Evaluation Team

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve some of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

ii) Scale used to evaluate the sustainability of the Project

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability.
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability.
Unlikely (U)	There are severe risks that affect this dimension of sustainability.

iii) Rating scale for outcomes and progress towards “intermediate states”

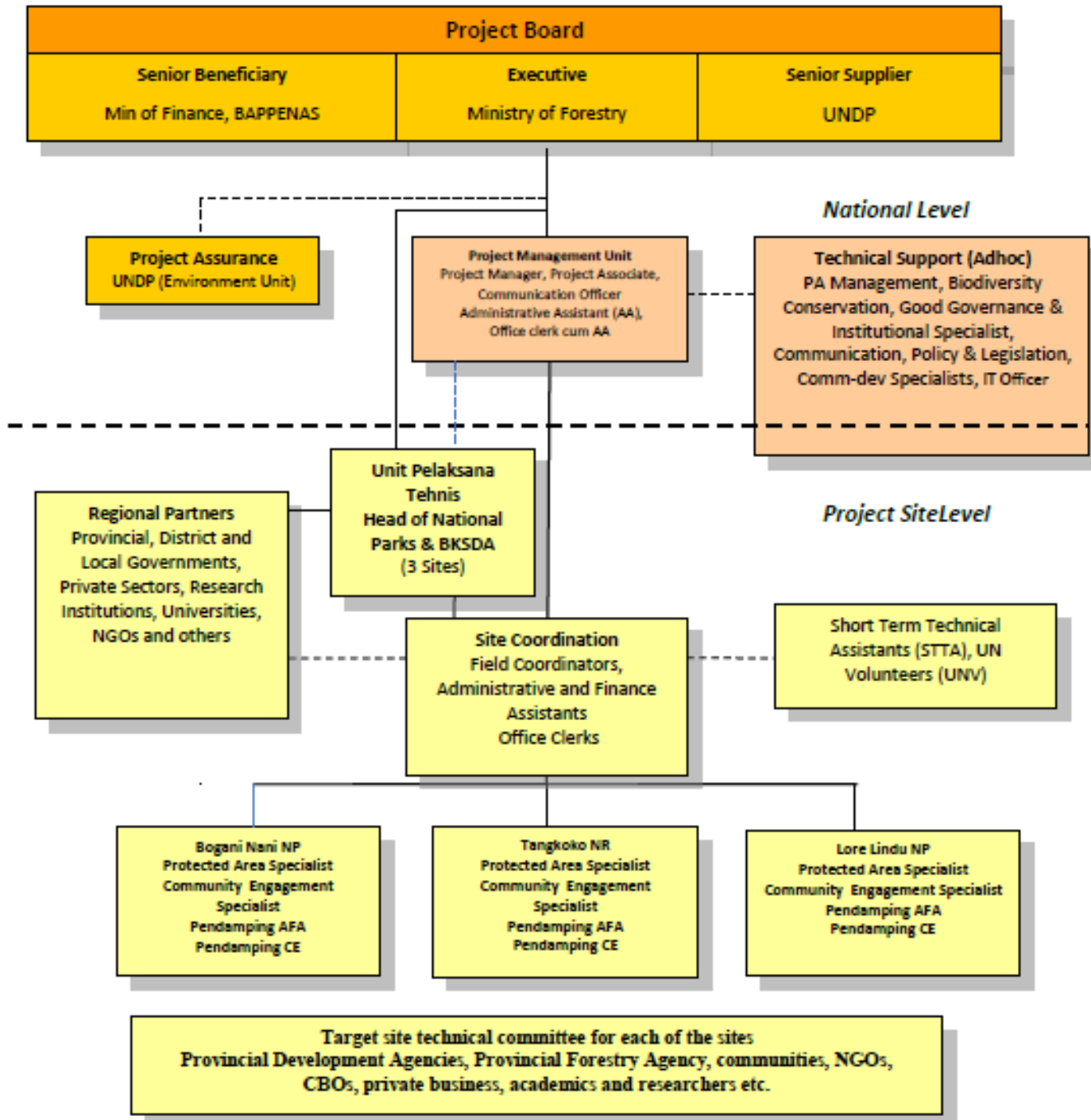
Outcome Rating	Rating on progress toward Intermediate States
D: The project’s intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project’s intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project’s intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project’s intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

NOTE: If the outcomes above scored C or D, there are no need to continue forward to score intermediate stages given that achievement of such is then not possible.

iv) Rating scale for the “overall likelihood of impact achievement”.

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA BB+	BB AC+ BC+	AC BC	AD+ BD+	AD BD C	D

Annex VIII: Organizational Structure of Project



Note:

----- = command line


_____ = coordination line

Annex IX: Evaluation Consultant Agreement Document

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form¹	
Agreement to abide by the Code of Conduct for Evaluation in the UN System	
Name of Consultant:	<u>Arun Rijal</u>
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 <u>place and date</u>	Kathmandu, 19.11.2020
Signature: _____	

Annex X: TE Report Clearance Form

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

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

Annex XI: Cofinancing Table

RESOURCES OF CO-FINANCING

Co-Financing	Year 1 US\$	Year 2 US\$	Year 3 US\$	Year 4 US\$	Year 5 US\$	Year 6 US\$	Total US\$
Ministry of Forestry (in-kind)	6,915,000	6,915,000	6,915,000	6,915,000	6,915,000	6,925,000	41,500,000
1. Balai Besar TN Lore Lindu	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000	7,050,000
2. Balai TN Bogani Nani Wartabone	835,000	835,000	835,000	835,000	835,000	840,000	5,015,000
3. Balai TN Batimurung Bulusaraung	550,000	550,000	550,000	550,000	550,000	550,000	3,300,000
4. Balai TN Rawa Aopa Watumohai	625,000	625,000	625,000	625,000	625,000	625,000	3,750,000
5. Balai Besar KSDA Sulawesi Selatan	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	9,600,000
6. Balai KSDA Sulawesi Utara	660,000	660,000	660,000	660,000	660,000	660,000	3,960,000
7. Balai KSDA Sulawesi Tengah	585,000	585,000	585,000	585,000	585,000	590,000	3,515,000
8. Balai KSDA Sulawesi Tenggara	885,000	885,000	885,000	885,000	885,000	885,000	5,310,000
NGOs / Partners	85,000	85,000	85,000	85,000	85,000	75,000	500,000
1. Yayasan Adudu Nantu	50,000	50,000	50,000	50,000	50,000	50,000	300,000
2. WCS - IP	35,000	35,000	35,000	35,000	35,000	25,000	200,000
UNDP Indonesia	350,000	350,000	350,000	350,000	350,000	250,000	2,000,000

Annex XII: UNDP-GEF TE Report Audit Trail

To the comments received in December 2020 from the Terminal Evaluation of the project titled, “Enhancing the Protected Area System in Sulawesi for Biodiversity Conservation” (UNDP-GEF Project ID-*PIMS #4392*)

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution (“Author” column) and track change comment number (“#” column):

The Audit Trail is submitted as separate file.

Annex VIII: Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared By:

UNDP Country Office

Name: Sophie Kemkhadze

Sophie Kemkhadze

10-Apr-2021

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: Tashi Dorji



Signature: _____ Date: 22nd March 2021