Mid-Term Review of the UNEP Project

Strengthening forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based emission reductions" ('RIMBA project')

GEF ID: 5285

2021 – 2028



Ecosystems Division/Biodiversity and Land Branch/
UNEP Asia and Pacific office
December/2024

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Front cover: Rimba Landscape/ The reviewer, Rimba project manager and Jambi Coordinator at the Pandan Sejahtera village's forest inside the RIMBA Corridor

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(Strengthening forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based emission reductions: 'RIMBA Project')
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The reviewer would like to thank the project team and in particular Dr. Kavita Sharma UNEP Task Manager, Mr. Peerayot Sidonrusmee UNEP programme assistant, Dr. Pelopor former acting ATR National Project Director, Ms. Chriesty E. Lengkong head of ATR RIMBA Secretariat finance and administration, RIMBA project manager Mr. Barano Siswa Sulistyawan and co-team leader Mr. Iman Soedradjat and all the ATN RIMBA Secretariat, PMU and PIU staff for their contribution and collaboration throughout the review process. The reviewer would also like to thank the Ministry of Agrarian Affairs and spatial planning/National Land Agency, KEMITRAAN, the Jambi Provincial government, and Tanjung Jabung Timur District for their support during this review.

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The review consultant hopes that the findings, conclusions and recommendations of this MTR will contribute to the successful finalisation of the current project, formulation of future potential phases and projects in Indonesia or the RIMBA Corridor, and to the continuous improvement of similar projects in other countries and regions.

The reviewer would also like to acknowledge UNEP's Fund Management Officer Mr. Paul Vrontamitis

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Anouska Kinahan holds a PhD and 17 years' practical experience in terrestrial and marine biodiversity conservation and ecosystem management across the globe, with a special focus on protected and conserved areas. Prior to working as an independent consultant, she spent 12 years as a technical advisor for an international NGO, residing for extended periods in developing countries providing technical guidance to biodiversity-related governments across Africa, and South America/Caribbean. She has developed, reviewed and supported projects, including GEF biodiversity-related projects, across four continents. She is highly experienced in all aspects of project cycle management including results-based monitoring and evaluation methods. She is experienced in developing and implementing monitoring and evaluation frameworks for projects and programmes using SMART indicators and is an experienced reviewer of policies, programs, projects, plans, publications, institutional systems and processes, and grant applications. She has developed numerous sites, national and regional management and sustainable financing strategies for biodiversity conservation and protected area networks as well as developing stakeholder engagement and mobilization plans and communication materials. Adopting an ecosystem-based approach to conservation by ensuring communities, and land and sea use management surrounding protected areas, are integrated into biodiversity governance and management, has been a central focus of her work.

Review Team
Anouska Kinahan – Principal Evaluator

ABOUT THE REVIEW

Joint Review: No
Report Language(s): English.
Review Type: Mid-term Review
Brief Description: This report is a management-led Mid Term Review of a UNEP/GEF-5 Full-sized project implemented between 2021 and 2028. The project's overall development objective is to "*protect biodiversity and to increase carbon stocks across the RIMBA critical landscape of Sumatra by enhancing forest ecosystem connectivity through green economic development*" The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Key words: Green Economy; climate change mitigation; biodiversity protection; supra-judicial governance; sustainable land use

Primary data collection period: July -December 2024

Field mission dates: 13-28 October 2024

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LIST OF ACRONYMS

ATR/BPN	Ministry of Agrarian and Spatial Planning Spatial Planning/ National Land Agency
BAPPENAS	Ministry of National Planning and Development
CMEA	Coordinating Ministry for Economic Affairs
EA	Executing Agency
GE	Green Economy
GEF	Global Environment Facility
GHG	Green House Gas
IA	Implementing Agency
IPLC	Indigenous Peoples and Local Communities
FMU	Forest Management Unit (*Kesatuan Pengelolaan Hutan*/KPH)
FPIC	Free, Prior and Informed Consent
MTR	Mid-term Review
MTS	Medium Term Strategy
NCE	No Cost Extension
PCA	Project Contract Agreement
PIF	Project Identification Form
PIR	Project Implementation Review
PLUP	Participatory Land Use Planning
PM	Project Manager
PMU	Project Management Unit
PIU	Project Implementing Unit
PoW	Programme of Work
PPG	Project Preparation Grant
ProDoc	Project Document
PSC	Project Steering Committee
TM	Task Manager
ToC	Theory of Change
ToRs	Terms of Reference
UNEP	United Nations Environment Program

PROJECT IDENTIFICATION TABLE

Table 1. Project Summary

GEF Project ID/SMA ID:	5285/86376	Grant ID3 (if applicable):	S1-32GFL-000702
Implementing Agency (UNEP Division/Branch/Unit):	Ecosystems Division, Biodiversity and Land Branch/ UNEP Asia and Pacific office	**Executing Agency:**	Ministry of Agrarian and Spatial Planning / National Land Agency
Sources of Funding (Co-finance):	*Country[1](ies):* Indonesia; International	*Institution Name/Type:* GEF -Multilateral Fund UNEP-UN body <u>Government</u> Ministry of Agrarian and Spatial Planning Coordinating Ministry of Economic Affairs Ministry of Public Works and Housing – (DG Binamarga/roads) Ministry of Public Works and Housing – (DG Swamps and Irrigation) Provincial Government of Jambi Provincial Government of Riau Provincial Government of West Sumatra <u>Private Sector</u> Asian Pulp and Paper (APP) *Originally planned but no longer feasible:* <u>Government</u> Ministry of Environment and Forestry (Directorate of KSDAE) Ministry of Environment and Forestry (Directorate of PHPL) <u>NGOs/Projects</u> Tropical Forest Conservation Action (TFCA) (Project Closed) WWF Indonesia (Project Closed) VECO Indonesia (closed) ACIAR - University of Adelaide (Project Closed)	
Relevant SDG(s):	Goal 2: Zero Hunger Goal 6: Clean water and sanitation Goal 8: Decent work and economic growth Goal 9: Industry innovation and infrastructure Goal 12: Responsible consumption and production Goal 13: Climate action Goal 15: Life on Land		
MTS (at approval):	2014-2017; 2022-2025	**UNEP approval date:**	2 March 2016

[1] Where applicable, list countries who have provided project funds and/or co-finance.

POW Direct Outcome(s) number/reference ***(applicable for projects approved from 2022):***	*POW Direct Outcome:*	**MTS 2025 Outcome(s) number/reference** ***(applicable for projects approved from 2022):***	*MTS 2025 Outcome: iii,iv*
OR **POW Output(s) number/reference** ***(applicable for projects approved pre-2022)***	*POW Output: EM subprogramme: EAa-1*	**OR** **POW Expected Accomplishment(s) number/reference** ***(applicable for projects approved pre-2022):***	*POW Expected Accomplishment:*
Sub-programme:	Nature action subprogramme	**Programme Coordination Project:**	Conservation, Restoration and Sustainable Use of Biodiversity
UNEP approval date:	2 March 2016	**GEF approval date:**	12 July 2016
GEF Operational Programme #:	GEF-5	**GEF Strategic Priority:**	BD-2; CC-3 &5; Strengthen the enabling environment to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from LULUCF activities
Project type:	Full-sized Project	**Focal Area(s):**	Biodiversity, Climate Change; SFM/REDD+
***Expected* start date:**	13 September 2021	**Actual start date:**	13 September 2021
***Planned* completion date:**	30 June 2027	**Actual operational completion date:**	20 June 2028
***Planned* total project budget at approval:**	US$ 50,072,635	**Actual total expenditures reported as of [30 June 2024]:**	US$676,121
GEF grant allocation:	US$9,431,763	**GEF grant expenditures reported as of [date]:**	US$1,239,699
***Expected* Full-Size Project co-financing:**	*Cash: US$ 34,012,802* *In-kind: US$6,628,070*	**Secured Full-Size Project co-financing:**	*Cash: $US 0* *In-kind: $US235,586*
No. of formal project revisions:	1	**Date of last approved project revision:**	7 May 2024
No. of Steering Committee meetings:	1	**Date of Last Steering Committee meeting:**	July 2024
Mid-term Review/ Evaluation *(planned date):*	29 June 2024	**Mid-term Review/ Evaluation (actual date):**	July-December 2024
Coverage - Country(ies):	Indonesia	**Coverage - Region(s):**	Jambi, Riau and Western Sumatra Provinces
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

EXECUTIVE SUMMARY

Project Background

1. The RIMBA landscape is a globally important area. It includes three national parks, the headwaters and significant parts of three important watershed areas, is home to a number of endemic and globally threatened species, and encompasses high-biodiversity montane, lowland, and peat swamp forests. Recognizing this, in 2012 Indonesia identified the RIMBA Corridor as one of four key Sumatran Corridors in its Sumatra Island Spatial Plan. The Corridor plays an important role in connecting increasingly fragmented habitats that are essential for the movement of wildlife, and its forests and peat soils in particular, also act as large carbon sinks. However, land conversion, fire, and human encroachment, coupled with poor enforcement of regulations, has meant the Corridor's biodiversity and the ecosystem goods and services it provides, are under increasing threat.

2. The project's objective is to protect biodiversity and to increase carbon stocks across the RIMBA Corridor of Sumatra by enhancing forest ecosystem connectivity through green economic development. A large project, it aims to support government and land users in transitioning to a low carbon emission Green Economy - a priority for the Government of Indonesia - across three clusters in the RIMBA Corridor, with each cluster representing different environmental, social and economic challenges. Through the institutionalization of RIMBA Corridor as a national strategic area, building an effective system for its supra-jurisdictional governance, and the practical demonstration of integrated Green Economy approaches, the project aims to increase government and local actors' commitments and support for on-the-ground action to help protect, maintain and restore biodiversity and critical ecosystems, and to reduce GHG emissions across the RIMBA landscape. The project occurs at both a national and regional level, with the three project intervention cluster sites located across Jambi, West Sumatra and Riau Provinces.

3. The project "Strengthening Forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based emission reductions" ('RIMBA project) was initially approved in 2016 for a period of 72 months, but did not commence until September 2021. After an intensive inception period as a result of the significant delay from approval to implementation, the project received one justified no cost extension, with technical work now to be completed by 30 June 2028 and final project closure by 30 June 2029. Although the no cost extension resulted in an amended PCA and a revised work plan and budget in May 2024, the overall intervention logic, outcomes and budget of the project have not changed. The total budget for the project is US$50,072,635 comprising US$9,431,763 in GEF funds and US$40,640,872 in co-financing.

This Review

4. This report presents findings of the RIMBA project's mid-term review (MTR) conducted between July and December 2024, which included a two-week mission travel to Indonesia in October. The review was carried out in accordance with the UNEP Evaluation Policy, the UNEP Programme Manual, and GEF requirements for Full-sized Projects, and assessed the project's progress against the eight criteria as per UNEP evaluation guidelines. It further aimed to understand the underlying factors for the project's successes and any challenges faced thus far and identifies any corrective actions for the project in the remaining time. Lessons learnt and project recommendations that may be also useful for future UNEP and country projects, are also presented. As such, while this report is mainly targeted at institutions, organizations and individuals with implementation and oversight roles in the project it may also be of interest to stakeholders who reside in and around the Corridor, and who depend on, or impact RIMBA's natural capital, such as the private sector and local communities, in particular women and indigenous communities.

Key Findings

5. This project has faced significant delays between the time of its inception, approval and commencement. As a result, the overall progress of the project is well behind what it should be

by its mid-point. That said, most of the challenges and issues causing this delay have now been overcome as a result of prolonged discussions and significant efforts by all parties, leading to its full-scale implementation in line with its revised budget and workplan, since May 2024. The smooth transition to full-scale implementation was enabled by the already existing project implementation structure and staff in place. The highly strategic relevance of the project and its project design, both major strengths, are evident by its resilience to changes in government administrations and the significant time that has passed - more than the 10 years since its original inception. The project continues to, and increasingly so, remain aligned with national priorities, and its outputs and outcomes remain extremely relevant and even more timely than at inception. Strong project management and project implementation units, under a project management support agency, are housed in the national executing agency's office and are located across the three Provinces of the RIMBA Corridor. This structure facilitates good relations and communication between the project and Provincial actors as well as enhancing existing country driven-ess and strong institutional ownership of the project outcomes by the national executing agency.

6. The project's design, theory of change, and the investment cluster sites selected, logically respond to a detailed understanding of the RIMBA corridor context demonstrated during its project development stage. For example, the inclusion of participatory land use planning processes in each of its investment clusters will be critical to address the conflicting and competing priorities and needs of the multiple stakeholder groups across the landscape, and the selection of three different cluster sites with different contexts allows for the project to demonstrate a variety of key strategies to protect biodiversity and enhance carbon stocks (e.g. reforestation, restoration, connectivity, sustainable management and land use, enhanced benefits, etc.), making lessons learnt more relatable to a greater range of the challenges facing districts, and therefore increasing the likelihood of project outcomes being scaled up across other districts in the Corridor. The project has demonstrated good project management, with quarterly expenditure reports and progress reports up to date, however, although some project monitoring is being done, as a result of the rapidly changing context on the ground, several spatial baseline indictors and targets need revision.

7. A major weakness of the project thus far is its failure to achieve any of the mid-term targets or deliverables. This has been due to challenges in getting the project off the ground. However, through the implementation of several work packages simultaneously, following the amended PCA, the project has managed to accelerate its progress in a limited time, is in line with the revised work plan and is well on track to meet its major outputs. Assuming project outputs are aligned with the country's national development and spatial planning priorities for green economic development and their green economy indicators, there is a high likelihood of their uptake, and for the integration of the project's outcomes into decision-making processes for the RIMBA landscape. While clustering key activities into 12 different work packages allows for easier management and simultaneous implementation to expediate the projects progress, several weaknesses of this approach have been identified, and their overall coordination could be improved.

8. Within the limited time that the project has been implemented to date, there has been intensive stakeholder engagement of diverse stakeholder groups, including local communities, with gender representation of approximately 70:30 which is in line with the country's policy. However, the intensive number of workshops, meetings and focus group discussions in the very short time-period has resulted in many back-to-back and overlapping meetings across the 12 work packages. This has meant that the consistency of participants and their institutional input and alignment across programs has been impacted. Furthermore, such intensity has led to some evidence of stakeholder fatigue and confusion. Many of the work packages depend on others' outputs, and despite efforts to communicate and share progress with similar packages, their simultaneous implementation has meant that the effectiveness of alignment between work packages is potentially compromised, and that for the most part they are operating in silos, with a disconnect between the output and the overall objective of the RIMBA project - demonstrated by the limited knowledge of the project by some stakeholders interviewed that had attending work package meetings. Once stakeholders were informed about the project however, there was strong stakeholder support for its objectives. The effectiveness of work package alignment is also somewhat affected by some government procedures required to

access project funds by project teams in the provinces, where unclear guidelines or the procedures themselves can pose challenges. These challenges to accessing project funds for some activities, result in corresponding challenges to the PIU's in being able to ensure and enhance output linkages with the overall RIMBA project's objectives and across work packages by limiting their ability to effectively monitor and engage in the subcontractors' activities. For example, challenges in accessing finances for fuel, means engaging with actors or carrying out activities in more rural/outer districts by the PIUs, is currently limited. Thus, although the 12 work packages and the project are being managed and administered well, there is room for improving its overall efficiency and effectiveness.

Conclusions

9. Although there has been limited progress towards outputs and targets by the project's mid-term, as a result of good adaptive management and a strong and dedicated project team, the project has fully commenced. All signs indicate that progress towards outputs is well underway, and that the project's efforts, in conjunction with the externally enabling environment, project outputs are likely to be up taken. This project is both timely and highly aligned with the country's priorities and initiatives. It has strong stakeholder support and interest with a high level of country drive-ness and ownership. The demonstrated commitment and ongoing initiatives for green economic growth by the government will further support the sustainability of project outcomes, beyond the project's timeframe. In response to UNEP's strategic questions the review found good evidence that through the institutionalization of the RIMBA project and its alignment with national Green Economy initiatives, the project is contributing to the integration of ecosystem services and green economic principles into decision-making and planning. However, due to the delays and the earlier stages of project implementation, the project has yet to increase capacity across stakeholders for integrated landscape planning.

10. Based on the findings of this review the project has been rated as "moderately satisfactory". Table 7 in the main text provides a summary table of the ratings for each of the criteria assessed as part of this review. Overall, the project has excellent strategic alignment and a logical theory of change. It has overcome the significant barriers and challenges it faced for the first half of the project and is now making good progress towards its outputs and outcomes, in line with its revised workplan in the short-time since its justifiable no cost extension. Although there are no major substantive concerns to bring to the attention of Senior Management for further action, there are some key areas that project management should focus on improving to increase the overall effectiveness and delivery of the project's outputs and outcomes, which senior management should ensure are being implemented. Notably, improved coordination across work packages and improving the efficiency of some project administration areas as they relate to accessing project funds at the provincial level (Recommendation 2). In addition, senior management should ensure that a project management manual (Recommendation 4) is developed as soon as possible to avoid further implementation delays at the project cluster sites.

Lessons Learned

11. Lesson 1: The value of MTRs can extend beyond their intended purpose by acting as a catalyst for projects to improve or strengthen stakeholder relations and to scale up the involvement of women and other vulnerable and marginalised groups, when engagement and involvement has been limited or delayed up to the project's mid-term point.

12. Lesson 2: In government executed GEF grants, both first time and recurring grantees, it is important to ensure clear guidelines and alignment between government and UNEP/GEF financial policies and procedures as part of the PCAs to avoid potential implementation delays and impacts on project effectiveness. Particular attention should be paid to how project teams, in particular those based away from EA headquarters (i.e. PIUs), can access funds for implementing activities on the ground.

13. Lesson 3: Separating key activities into work packages implemented by subcontracts can have both pros and cons. These cons need to be understood fully and managed closely prior to procurement and throughout implementation.

14. Lesson 4: At times, projects will face significant delays. Sometimes these delays are beyond the control of the project and are unavoidable and at other times, hindsight reveals that they may have been avoidable. Regardless, strong dedicated and committed teams, that work together and think outside the box, can overcome barriers and find solutions to advance project objectives.

Recommendations

15. Recommendation 1: Conduct sensitization meetings with the new administration highlighting synergies between the project and its agenda and capitalize on MTR bilateral meetings with the key Ministries (national and provincial) to ensure buy-in, alignment and state budget allocation across critical spatial planning government actors.

16. Recommendation 2: Strengthen project management coordination at all levels, paying particular attention to inter-work package management and coordination for improved effectiveness and efficiency.

17. Recommendation 3: Review and revise as necessary, M&E (GEF Tracking tools) baselines and targets (in particular GIS) to reflect the current context and reality of the RIMBA Corridor landscape, ensuring gender and marginalized groups' appropriate targets are incorporated

18. Recommendation 4: As per audit recommendations urgently finalize the Project Management Manual to reconcile state and project budget and administrative processes and procedures in particular to avoid lack of/challenging accessibility to project finances for implementation as a barrier in effectively achieving project outputs and outcomes.

19. Recommendation 5: Review and revise as necessary demonstration sites and activities to ensure strategic, on-the-ground GE success stories are demonstrated, in particularly linking them to reward/ incentives for persevering existing forest remnants.

I. PROJECT OVERVIEW

20. The purpose of this mid-term review (MTR) is to assess progress towards the achievement of the project objectives and outcomes, understand any underlying factors that have either enhanced or hindered the projects performance, identify early signs of project success or failure, and specify any necessary changes required in order to set the project on-track to achieve its intended results. This report presents findings of the MTR that took place between July and December 2024. It is specifically targeted at institutions, organizations and individuals with implementation and oversight roles in the project, in particular the United Nations Environment Programme (UNEP), the Ministry of Agrarian Affairs and Spatial Planning (ATR) and KEMITRAAN- the PMU support agency, as well as provincial governments and their agencies. In addition, although not an intended audience for the MTR, the report may also be of interest to a number of stakeholders not directly involved in project implementation or oversight but those who have a vested interest in the management of forests in the RIMBA Corridor, such as the private sector and local communities, in particular women, indigenous communities, and other vulnerable and marginalized groups.

Institutional context and implementation structure

21. UNEP's Ecosystems Division, Biodiversity and Land Branch, is the Implementing Agency (IA) for this Global Environment Facility (GEF) project and is responsible for providing day-to-day supervision and guidance of the project via a Task Manager based at the UNEP Asia and Pacific office in Bangkok. The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) is the national executing agency (EA) for the project and is responsible for national oversight of project implementation and for facilitating the integration of co-management and benefit-sharing and collaborative working arrangements between ministries/agencies and regional governments within the Corridor. Project implementation is supported by KEMITRAAN, a national NGO, who is contracted as the PMU support agency.

22. The EA is led by a project director, supported by an ATR/BPN RIMBA Project Secretariat, which comprises various heads of the spatial planning sub directorates and their technical staff, to supervise and support specific work packages, and to oversee and support finance and administration and aspects of the project. A PMU, contracted through KEMITRAAN but housed at the Ministry, is led by a project manager and is responsible for the day-to-day implementation of the project and its reporting. The PMU is supported by a Project Steering Committee (PSC) to oversee, guide and approve project work plans and budgets, as well as to facilitate coordination among member agencies. However, only one PSC meeting has taken place by the project's MTR. In addition to the PSC, the PMU is further supported through Project Implementing Units (PIUs) based in the investment cluster sites. The PIUs support local implementation in the RIMBA landscape and are responsible for the day-to-day project management and supervision of the 11 District- and three Cluster programs under the direction of the PMU. Their proximity to provincial and district partners means that they are also expected to play a key role in engaging these key project partners as well as building and fostering relationships between them and the project. As for the PMU, the PIUs are also contracted through the PMU support agency.

23. Project activity implementation is further supported through work packages contracted to external experts, who are responsible for carrying out workplan activities. Some pros and cons of this mode of project implementation are discussed in the conclusions section. Figure 1 provides an overview of the current project implementation structure.

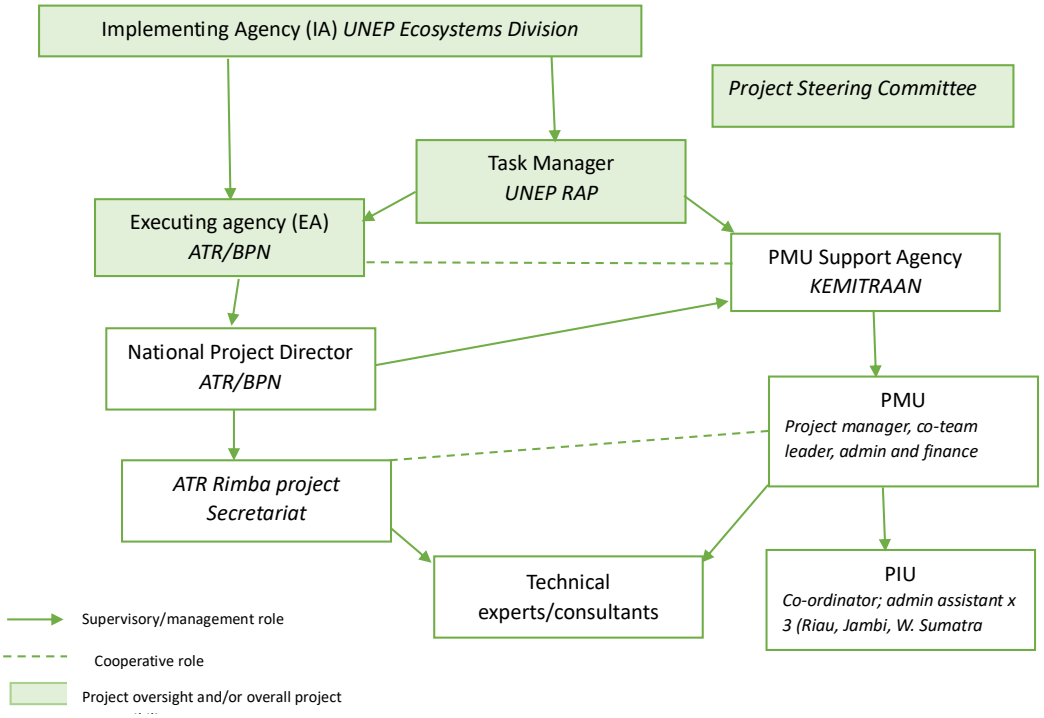


Figure 1: RIMBA project implementation structure

Project context and results framework

24. The RIMBA corridor is one of four Sumatran Corridors identified in the 2012 Sumatra Island Spatial Plan, as areas within which integrated management approaches would be required to ensure sustainable development and maintenance of biodiversity and ecological functions. The RIMBA Corridor encompasses approximately 3.8 million ha and spans three Provinces: Riau, Jambi and West Sumatra and 19 Districts. The RIMBA landscape is a globally important area as it includes three national parks, the headwaters and significant parts of three important watershed areas, is home for a number of endemic and globally threatened species, and encompasses high-biodiversity montane, lowland, and peat swamp forests. The Corridor also plays an important role in connecting increasingly fragmented habitats in the region. Its forests, and peat soils in particular, provide a large carbon sink in both the above ground forest vegetation and in the below ground peat. However, fragmentation, fire and human encroachment continue to seriously threaten the Corridor, its biodiversity and the ecosystem goods and services it provides. RIMBA's forests in particular provide many services to communities and local economies but poverty and limited economic opportunities coupled with population increases, inadequate law enforcement capacity, and poorly designed and constructed government programmes, have driven significant forest degradation across the Corridor.

25. The project's overall objective is to protect biodiversity and to increase carbon stocks across the RIMBA Corridor of Sumatra by enhancing forest ecosystem connectivity through green economic development. Transitioning to a GE is a priority for the Government of Indonesia, and through the demonstration of integrated GE approaches and building an effective system of supra-jurisdictional governance, the project aims to conserve and restore biodiversity, protect water resources, improve opportunities for special species conservation through habitat protection, and reduce GHG emissions in the RIMBA Corridor. A large project, it will achieve this through three components and a number of outcomes, each with corresponding outputs (Table 2).

Project Parameters

26. The project "**Strengthening Forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based**

emission reductions (RIMBA Project)", aims to support government and land users in transitioning to a low carbon emission Green Economy (GE) that conserves biodiversity, protects water resources, and fosters inclusive and equitable sustainable development. The project occurs at both a national and regional level, with three project intervention cluster sites located across three Provinces-Jambi, West Sumatra and Riau. These investment clusters, through the demonstration of good practices and the dissemination of lessons learnt, intend to act as a model for scaling up and replicating GE development across the RIMBA Corridor. The total planned budget for the project is US$50,072,635 comprising US$9,431,763 in GEF funds and US$40,640,872 in co-financing.

27. The RIMBA Project was approved in June 2016 for a period of 72 months. However, as a result of significant administration challenges (paragraphs 29-31), project implementation did not formally commence until September 2021 with an expected end date in June 2027. As a consequence of the delay from project design to implementation, it was agreed that a comprehensive inception phase was necessary to adjust project workplans, budgets and implementation structure to the current project context. This was carried out by a Project Management Unit (PMU) support agency contracted for 1-year. The outcome of this comprehensive inception phase (completed in April/May 2023) led to an agreed no cost extension (NCE) with technical work to be completed by 30 June 2028 and final project closure by 30 June 2029. It also resulted in a need for minor workplan and budget revisions, as well as an amended implementation structure that involved extending the PMU support agency's duration and mandate. Such adjustments required additional amendments to the original Project contract agreement (PCA), and an amended PCA was signed in May 2024 with both the National Executing Agency (EA) and the PMU supporting agency. In order to reflect the new implementation responsibilities, some redistribution of the budget to the PMU support agency was required. Although the project has had these adjustments, the overall intervention logic, outcomes and budget of the project have not changed.

Table 2: Project's Results framework.

Component 1: The establishment of a sustainable and effective institutional framework for the management of natural resources for a Green Economy in the RIMBA Corridor of Central Sumatra.
Outcome 1.1: ***A RIMBA - wide enabling environment exists that supports Green Economy activities related to conserving and growing natural capital in forests, carbon, soils, water resources and biodiversity.***
Output 1.1.1: A RIMBA management authority has been formally established to develop a "RIMBA Roadmap" (GE vision, programs, partnerships, GE targets (such as fair & green jobs, available for both men and women) and to facilitate, coordinate, and monitor the implementation of Green Economy throughout the RIMBA Corridor).
Output 1.1.2: Positive and equitable attitude changes among the stakeholders, from central and local governments, the business community, the communities within each Cluster including men and women and marginalized groups, lead to networking and support for a Green Economy.
Output 1.1.3: Green economic development and conservation scenarios(s) for the three RIMBA investment Clusters agreed by government, business, and civil society stakeholders, with an emphasis on using Forest Management Units (KPH/FMU) as the key strategic tool.
Output 1.1.4: Technical capacity and operational modalities established among government, business, and civil society in at least six pilot districts, by implementing a Green Economy focused on forest resources, biodiversity, clean water services, carbon storage and emission reduction.
Outcome 1.2. The Green Economy approach to management of the RIMBA Corridor is institutionalized in the regulatory aspects of spatial planning.
Output 1.2.1: The RIMBA corridor is designated as KSN in the RTRWN.
Output 1.2.2: The contributions of governments, local governments and other partners to an institutionalised RIMBA Management Agency (RMA), have formally committed to aligning priorities, policies, plans, programs and funding, to ensure the sustainability and coordinated activities of the agency.
Output 1.2.3: Micro-scale grant programs is established to enable Green Economy activities to be undertaken by local stakeholders including women and indigenous communities.

Component 2: The practical demonstration to government, business and civil society stakeholders of the viability of Green Economic Development to deliver Sustainable Outcomes which enhance the natural capital of water, carbon and biodiversity provided by forests in the RIMBA Corridor.
Outcome 2.1: Forested wildlife corridors have been strengthened through investment which implements FMU management plans, encourages public/private collaboration, and creates green jobs.
Output 2.1.1: Forest Management Units operating in Cluster 1 have been strengthened by supporting reviewed forest management unit (FMU) planning over state forests and identifying the best management practices (e.g., forest restoration, land-swaps, PES, creation of green jobs) that lead to at least 5000 ha under SFM by social forestry.
Output 2.1.2: Participatory Land Use Planning techniques (PLUP) have been used to resolve conflicts among stakeholders to manage encroachment and provide guidance for reforestation, relocation, and sustainable forest management practice through social forestry schemes.
Output 2.1.3: A managed resettlement plan, in accordance with IFC Safeguards, has been implemented in collaboration with the Bukit Batabuh Protection Forest FMU to relocate the estimated 100 households illegally located within Protection Forest
Output 2.1.4: Wildlife corridors have been consolidated by enhanced habitat connectivity through the revegetation of 1200 ha and the implementation of eco-friendly designs for cross-provincial road infrastructure
Outcome 2.2: Low carbon-growth practices have been applied to the protection and restoration of critical peatland and forests through investment in Cluster 2 involving the Districts of Tanjung Jabung Timur and Muaro Jambi.
Output 2.2.1: Forest Management Units XIII and KPHP XIV operating in Cluster 2 have reviewed long-term forest management plans for GHG emission reduction through fire prevention, peatland restoration and land allocation optimization through revised spatial planning and SCP approaches that support the provision of green jobs.
Output 2.2.2: PLUP approaches have been incorporated into the management of Peatland Hydrological Units (Kesatuan Hidrologi Gambut/ KHG) to resolve conflicts among stakeholders, to inform detailed hydrological analysis, to assist economic sustainability of companies and small-holder community enterprises, and to establish a multi-stakeholder community-based forum to facilitate sustainable forest management (SFM) under social forestry scheme
Output 2.2.3: The incidence of unplanned and illegal fires has been eliminated through behavioural change in local communities resulting from social marketing, industry extension and enforcement activities, and training in fire-fighting in local communities, conducted through FMU/TRGD (Regional Peatland Restoration Team) in collaboration with provincial agencies (e.g. Disaster Management)
Output 2.2.4: Capacity building facilitation was provided to the Regional Peatland Restoration Team (Tim Restorasi Gambut Daerah/ TRGD) in collaboration with the Public Works Swamp Reclamation unit resulting in a detailed assessment of the issues of restoring hydrological conditions, and an agreed multi-agency plan for restoration interventions to halve GHG emissions.
Outcome 2.3: Investment in basic human services and local economic assistance in two sub-catchments in the Merangin and Kerinci Districts (Cluster 3) has removed the drivers of upland deforestation creating the conditions for sustainability of environmental services, especially water for human consumption and generation of power
Output 2.3.1: The Forest Management Units operating in Cluster 3 have been strengthened to support reviewed FMU's planning over state forests that the payment of watershed services for potable water, reforestation sub-catchment to support clean energy from micro hydro/ hydropower plants, and sustainable forest management by social forestry.
Output 2.3.2: PLUP approaches have been incorporated into the review of FMU's long-term forest management plans; optimize forest use and protection, build partnerships and conflict management, support the sustainability of small-scale community economic enterprises in partnership, and seek optimal ways to establish micro-hydro schemes and water environmental services.
Output 2.3.3: In sub-catchment 1 enhanced access to electricity has incentivised the stabilization of land use in 4000 ha by stopping National Park encroachment, engaging in reforestation and supporting sustainable agro-forestry production systems.
Output 2.3.4: A Water Services Payment scheme, as part of village business planning, Merangin and Kerinci districts has been established by local governments, providing incentives for sustainable forest management and better agricultural practices.

Output 2.3.5: Livelihood focused incentives improving access to and benefits from markets for timber and non-timber forest products have been established that improve sustainability of community land practices.
Outcome 2.4: The RIMBA Project experience of Green Economy principles and practice has been integrated into the institutions of government, civil society and private sector in the six target Districts of the Corridor.
Output 2.4.1: Routine practices among government project partners at all levels, reflect adoption of lessons learnt through legislation, policy frameworks, strategic and spatial planning, and budget priority setting.
Output 2.4.2: Sustainable Production and Consumptions (SPC) agreements have been established and institutionalized for the RIMBA Corridor for the Industrial Forest Plantation and Mining sectors.
Output 2.4.3: The values of natural capital and a green economy have been understood in civil society and mechanisms have been entrenched through which this understanding is being perpetuated
Component 3: Monitoring, evaluation and dissemination of Green Economy practice in the RIMBA Corridor and sharing lessons learnt
Outcome 3.1: Effective project impact monitoring and reporting system used by partners for adaptive management and GE compliance monitoring.
Output 3.1.1: The RIMBA Secretariat monitoring facility is operational and working with all key government and non-government stakeholders to monitor and report compliance with agreed RIMBA Green Economy Roadmap, Cluster development scenarios, spatial plans and economic development decrees
Output 3.1.2: Monitoring and Evaluation (M&E) system tracks and reports project performance and impact of activities.
Outcome 3.2: Lessons in Green Economy and sustainable development from the RIMBA Corridor Project are disseminated widely and embodied in an international GE best practice knowledge management system.
Output 3.2.1: Best practices in relation to the sustainable use of forests and targeted ecosystem services - water, carbon and biodiversity have been evaluated, in collaboration with government and non-government partners, in relation to their incorporation into Green Economy practices.
Output 3.2.2: A national GE Knowledge Management Information System (KMIS) managed by the monitoring facility within the RIMBA management authority in collaboration with BAPPENAS, the Ministry of Finance and Ministry of Environment and Forestry distributes interactively GE best practice information nationally and internationally
Output 3.2.3: The RIMBA management agency has facilitated at least 4 national and international professional publications, 50 outreach and best practice products, as well as made active monthly contributions to national social-media platforms annually (including seminars and conference papers).

Stakeholders

28. A number of diverse and relevant stakeholder groups have been identified by the project and include national and local government, academic institutions, national NGOs, the private sector, associations, communities and local community groups, and international agencies. A revised stakeholder list and interest-influence analysis was carried out during the MTR inception phase and a detailed table is presented in the inception report. Figure 2 summarises the results of the stakeholder influence-interest matrix. Four main groupings, based on identified current roles and responsibilities toward the project were identified for the project stakeholders. These were:

- Project Execution and Management: (PEM) - actors who have an oversight, executing or management responsibilities for the project.
- Project Implementors and Partners (PIP) –stakeholders who have a direct of significant role to play in project implementation or are partners, including co-financing partners, of the project activities,
- Project Support and Engagement (PS/PE) – stakeholders whose support will be critical for the implementation and long-term sustainability of actions or who have been consulted during project development or implementation

- Key Beneficiaries (KB) – these are stakeholders who are direct beneficiaries of project, outputs and overall outcomes. These may also overlap with the other categories.

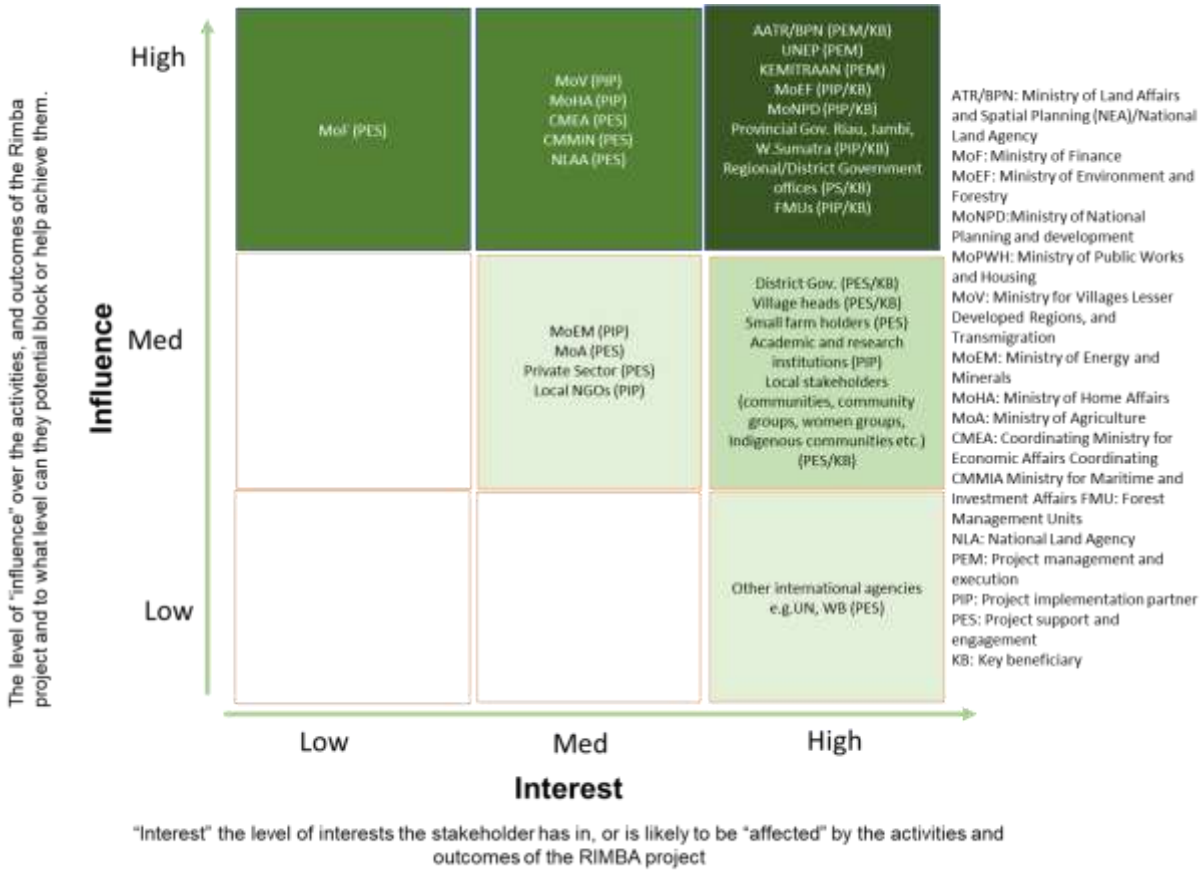


Figure 2: Stakeholder Analysis- influence-interest matrix

Project challenges and revisions

29. This project has faced multiple challenges and as a result, major delays since its inception and approval. The RIMBA project's PIF was first developed in 2011. Since then, changes within the Indonesian Government, along with capacity and commitment issues, has meant that for many years the project was passed around in search of a national EA, resulting in significant delays in the project starting implementation. During its PIF development, the Ministry of Home Affairs was identified as the EA. As a result of government restructuring, this was soon changed to the Coordinating Ministry for Economic Affairs (CMEA) in 2014, who were involved in the PPG phase and who were identified as the EA in the CEO endorsement/ProDoc, remaining as such at the time of project Approval in 2016 and thereafter. However, by 2018 with the PCA still not signed by the EA and further government restructuring, after much discussion it was agreed that the CMEA would no longer be the EA for the project and additional discussions commenced to seek out other potential EA agencies. In 2019, it was agreed that the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) would be the new EA, with the PCA being signed in 2021. By then it was clear that an extensive inception phase to adjust the project plan, budgets and staffing to reflect changes in the project's baseline following several years delay since the Project Preparation Grant (PPG) was needed. The extensive inception phase required by the project needed a fully established Project Management Unit staff team. The World Wildlife Fund (WWF) was initially expected to play a major role as 'service provider' on running and staffing the project management unit, however, this changed in 2019 when they were no longer allowed by their WWF Indonesia Board, to go into contract on Government of Indonesia funded project activities. This led to a new search for a potential PMU support Agency, to carry out the extensive inception phase. Finally, in 2021,

parallel to the PCA signed by ATR, a 1-year small-scale financing agreement (SSFA) was made between UNEP and KEMITRAAN, the PMU support agency, to carry out a detailed inception phase for the project.

30. Progress on the inception phase however, also faced fieldwork delays due to COVID restrictions and risks, and coupled with the low level of readiness by the EA, meant that the PMU was only established in 2022 and PIUs in 2023. Upon completion of the inception phase (which was awarded an NCE), yet another challenge faced the project in order for its implementation to move forward. Since the PMU and PIUs were hired (with the involvement of ATR) under the SSFA agreement with KEMITRAAN and not under a government procurement process, the PMU/PIUs were unable to be transferred to the ATR. In order to have the PMU and PIU come under the ATR and be paid from the grant executed by the ATR a new government led procurement process would have to be established to rehire the staff- delaying the project even more. Eventually after much discussions between UNEP, ATR/BPN and KEMITRAAN, and in accordance with the original PCA (No. PCA/2021/4301clause 17a), an amended PCA was signed (May 2024) where it was agreed to extend PMU project support activities until the project end, and to allow the PMU agency i.e. KEMITRAAN, to pay for activities performed by staff jointly recruited by PMU support agency and Executing Agency (Lesson learnt #4). Hence, the PMU and PIUs are day-to-day managed and paid by KEMITRAAN. Along with the PCA, the budget and work plan were revised (minor revisions) and a justified no cost extension provided to reflect these new implementation arrangements. Thus, while technically the project is in year 3 of its implementation, in practicality it is more like in year 1, and this will be given due consideration when assessing progress towards outputs and outcomes during this review.

31. The redesigning of the implementation structure and the time taken until the amended PCA was signed meant that PMU and PIU staff were unable to be paid for almost a year. Understandably, this led to extreme frustration among project staff resulting in the resignation of the W. Sumatra PIU, which has only recently been filled. Furthermore, stakeholders were also impatient for the project to start implementing key activities on the ground. The continued patience, efforts and work by the PMU and PIU while waiting resolution for payments should be acknowledged, along with the efforts of the IA and EA in finding a solution, and the reviewer congratulates the team for their perseverance and commitment to the project. In accordance with the recently resolved human resource issues and the amended PCA in May 2024, currently all salaries have been back dated and are up-to-date.

32. A second considerable delay was the establishment of the PSC. The establishment of a PSC has faced further delays in addition to the changes in EAs, as a decree establishing a PSC was required. However, towards the end of 2023, the decree to establish the PSC was released by ATR and the first PSC meeting was held in July 2024.

33. Lastly, although much of the implementation structure has been resolved, there remains some implementation issues needing resolution. Firstly, with regard to some government required financial procedures (paragraph 75) for accessing project funds and secondly, the PIU are still not yet in place in the BAPPENAS offices as planned, although the process is underway.

Financials

34. As discussed in paragraph 30, this project has undergone some revisions to the budget. However, these revisions did not change the overall project budget but rather redistributed the budget across ATR and KEMITRAAN as a result of an amended PCA. Initially KEMITRAAN were hired to carry out an in depth inception phase, they were contracted under a SSFA with UNEP, and at the time the remaining US$ 9,053,638 was allocated to ATR. As a result of contracting issues around the PMU/PIU (paragraph 30), the new PCA (May 2024) allowed for both KEMITRAAN (whose role as PMU support agency was extended until project end) and ATR to receive funds for project implementation, with KEMITRAAN responsible for the PMU and PIU staffing costs. This resulted in the original remaining US$ 9,053,638 being redistributed between ATR (US$6,750,581) and KEMITRAAN (US$ 2,303,057), with ATR responsible for project funds related to activity implementation and operational costs, and KEMITRAAN responsible for funds pertaining to PMU and PIU personnel, and some procurement costs. Table 3a provides an overview of the distribution of the budget across the different components and institutions along with the current expenditure. Unsurprisingly, given the project's implementation challenges and delays, the expenditure is far below than that

expected for a projects mid-term (6%). However, since the new PCA arrangements (May 2024) and the receipt of its first disbursement by KEMITRAAN (June 2024), expenditure will have significantly increased by Q3 and Q4 with staff costs- including back pay and new contracts, along with the payment of 12 work package subcontract fees. There is however indication by this time in some instances that budget lines will not be spent for example audit fees, since this activity has no costs associated due to it being conducted by a government auditor (paragraph 74). Such savings could be redistributed to other lines as necessary.

35. Initially at the time of CEO endorsement (2016), the project had secured US$40,640,872 in co-financing. Eight years later, many of the initiatives that had agreed to provide co-financing are now finished and thus no longer feasible. The project therefore during its inception phase has started discussions with other initiatives and is in the process of reconfirming or revising original pledges. Table 3b provides a summary of the current status and original planned co-financing and the actual co-financing secured by this time.

Table 3a: Planned budget versus expenditure as of June 2024.

		Planned (as per revised budget amended PCA 2024)				Expenditure (as of 30 June 2024)				% planned v expenditure
Components		**SSFA**	**ATR**	**KMT**	**Total**	**SSFA**	**ATR**	**KMT**	**Total**	
10 PERSONNEL COMPONENT		**234,512**	**1,391,310**	**1,988,375**	**3,614,197**	**245,167**	**12,192**	**-**	**257,359**	**7**
1100	*Project personnel*	111,116	33,444	1,678,817	1,823,377	120,402			120,402	7
1200	*Consultants*	123,396	923,062	0	1,046,458	124,765			124,765	12
1300	*Project-administrative support*	-	33,803	309,559	343,362	-			0	0
1600	*Project travel (official)*	-	401,000	0	401,000	-	12,192		12,192	3
20 SUB-CONTRACT COMPONENT		**49,368**	**4,194,760**	**0**	**4,244,128**	**42,932**	**60,841**	**-**	**103,773**	**2**
2100	*Sub-contract (co-operating agencies and government)*	49,368	2,714,761	0	2,764,129	42,932	60,841		103,773	4
2200	*Sub-contract (commercial service providers)*	-	1,479,999	0	1,479,999	-				0
30 TRAINING COMPONENT		**75,922**	**467,530**	**0**	**543,452**	**71,641**	**64,839**	**-**	**136,480**	**25**
3200	*Group training*		134,130	0	134,130	-	19,787		19,787	15
3300	*Meetings/conferences*	75,922	333,400	0	409,322	71,641	45,052		116,693	29
40 EQUIPMENT AND PREMISES COMPONENT		**18,323**	**243,981**	**149,120**	**411,424**	**18,385**	**353**	**-**	**18,738**	**5**
4100	*Expendable equipment*	-	*18,402*	*0*	18,402	-	*200*		*200*	1
4200	*Non-expendable equipment*	6,032	*25,000*	*66,500*	97,532	5,780			*5,780*	6
4300	*Premises*	12,291	*200,579*	*82,620*	295,490	12,605	*153*		*12,758*	4
50 MISCELLANEOUS COMPONENT		**-**	**453,000**	**165,562**	**618,562**	**-**		**-**	**-**	**0**
5200	*Reporting*		237,000	**0**	237,000					**0**
5300	*Sundry*		35,000	**0**	35,000					**0**
5400	*Hospitality and government liaison*		25,000	**0**	25,000					**0**
5500	*Monitoring and evaluation*		156,000	165,562	321,562					**0**
TOTAL (ALL COMPONENTS)		**378,125**	**6,750,581**	**2,303,057**	**9,431,763**	**378,125**	**138,225**		**562,156**	**6**

Table 3b: Original and current planned co-financing versus actual co-financed secured as of October 2024.

	Planned		Actual (Oct 2024)	
Co-financing Source	**Cash**	**In-kind**	**Cash**	**In-Kind**
Ministry of Agrarian and Spatial Planning	600,000	400,000		163,900
UNEP	0	685,000		
Ministry of Public Works (Binamarga)	5,123,162			
Ministry of Public Works (Swamp & Irrigation)	1,547,340			
CMEA (NEA)	600,000	400,000		
BAPEDDA Jambi Province	1,212,308	528,923		20,328
BAPEDDA Riau Province	1,837,120	1,610,422		14,676
BAPEDDA Sumatera Barat Province	2,231,126	1,460,655		36,652
Asia Pulp Paper	1,412,802			
Total current	**14,563,858**	**5,085,000**	**0**	**235,556**
Total co-financing	**19,648,858**		**235,556**	
Additional original planned co-financing				
Ministry of Agraria and Spatial Planning	*1,013,598*		Revised commitment	
Ministry of Environment and Forestry (KSDA)	*7,404,740*		Likely to change as a result of institutional changes under new administration	
Ministry of Environment and Forestry (PHPL)	*6,030,606*			
WWF	*0*	*1,415,931*	No longer applicable	
Tropical Forest Conservation Alliance-TFCA	*1,200,000*			
WWF - MCAI Green Prosperity Project	*3,400,000*			
VECO Indonesia	*0*	*327,139*		
ACIAR - University of Adelaide	*0*	*200,000*		
Total Original	***33,612,802***	***7,028,070***		
Total co-financing	***40,640,872***			

II. REVIEW METHODS

36. This review was carried out in accordance with the UNEP Evaluation Policy and GEF requirements. The reviewed aimed to carry out a comprehensive assessment of the project's progress towards the achievement of its objectives and outcomes, identify early signs of project success or failure and to specify any necessary corrective actions required in order to set the project on-track to achieve its intended results by project end. Evaluation guidelines and the methodological tools and formats provided by the UNEP Evaluation Office and the ToRs (Annex IX) provided a comprehensive framework for the review and the structure of this report. Accordingly, the project was reviewed against eight key criteria: These are Strategic Relevance; Quality & Revision of Project Design; Effectiveness; Financial Management; Efficiency; Monitoring and Reporting; Exit Strategy and Sustainability; and Factors and Processes Affecting Project Performance and Cross-Cutting Issues. These criteria were rated on a six-point scale ranging from Highly Satisfactory (HS) to Highly Unsatisfactory (HU) as per UNEP evaluation office criteria ratings descriptions matrix/ guidelines. Additional key strategic questions required by UNEP are addressed in the conclusion section.

37. The Evaluation Team consisted of one international consultant reviewer under the guidance of the Implementing Agency – UNEP and working closely with the project management team. The review was carried out between July and December 2024, both remotely and via mission travel to Indonesia. The review consisted of five main phases: i) an Inception phase, ii) pre-mission review, iii) mission travel and, iv) findings analysis and v) MTR report development.

38. During the *Inception Phase* the project design quality was reviewed, a Theory of Change reconstructed in participation with the project management team and evaluation matrix developed identifying several key questions and indicators for reviewing each of the eight criteria and for guiding stakeholder interviews. A list of stakeholders and an indication of those that would like to be consulted, was also provided to the project manager for review and input during the inception phase. An inception report was submitted in August 2024.

39. The *pre-mission review phase* consisted of a thorough desk-review of all available project documentation. Project documents were collected from the IA and PMU via email in response to requests by the reviewer and through a shared google drive made available by the PMU. Additional reference documents and supporting information were obtained from internet searches conducted by the reviewer. A full list of documents reviewed is provided in Annex III. Pre-mission stakeholder interviews were conducted remotely. Pre-mission meetings included one-one meetings with UNEP (IA), ATR/BPN NPD (EA), PMU and PIU individuals, as well as project implementing partners i.e. work package subcontractors where language would not be an issue (identified during the inception phase). The purpose of these meetings was to supplement information from the documents reviewed to clarify any questions the reviewer may have on project progress or context, to discuss any successes and challenges the project has and to allow individuals to express any concerns in private. Throughout the pre-mission review phase, the reviewer was in continuous consultation with both the TM and PM as necessary, and preparations for the mission trip were carried out.

40. *Mission travel* took place between the 12th – 28th October 2024 with one week spent in in Jakarta and one week in Jambi, one of the three project cluster sites. The purpose of the mission travel was to engage further with the EAs, PMU and PIUs and to meet with a wide representation of national, provincial and local project stakeholders each with varying roles in the project, from implementing and collaborating partners to beneficiaries. An independent translator was available to the reviewer and all stakeholders (if they wished) enabling simultaneously translation for both parties through the use of ear devices. The project manager accompanied the reviewer to all stakeholder interviews held and was also joined by the PIU coordinator while in Jambi (paragraph 44). However, in instances where the stakeholder had previous engagement or in-depth involvement in the project activities, the project manager and PIU coordinator were asked to leave to provide a safe confidential space for the partner to express any concerns. A review itinerary for mission travel can be found in Annex IV.

41. For all stakeholder meetings, remote (pre-mission) or in person (mission), tailored semi-structured interview questionnaires were used to guide interviews and each consultation typically lasted approximately 1 -1 ½ hours. Out of the proposed stakeholders, all were

requested for a meeting by the project team and there was 100% response rate with the reviewer being able to meet with all stakeholders requested. In total the reviewer met with 173 individuals, across 43 stakeholder groups, representing government and non-government entities, as well as academic institutions, the private sector and communities, with gender representation aligned with the country's gender policy (67%M; 33%F) and there was good balance across the different stakeholder groups. A full list of all stakeholders interviewed for the review is provided in Annex II, with a summary of respondents provided in table 4 below.

Table 4: Respondents' Sample

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project team (those with management responsibilities e.g. PMU)	Implementing agency	3 (2/1)	3 (2/1)	3 (2/1)	100%
	Executing agency/ies	30 (13/17)	20(10/10)	20 (10/10)	100%
	# entities involved	# entities contacted	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (implementing/ executing) partners *(receiving funds from the project)*	13	10	10 (8/2)	10 (8/2)	>100% Total individuals met: **43** (74%M/26%F)
Project (collaborating/contributing) partners *(not receiving funds from the project)*	27	27 (24/3)	27 (24/3)	27 (24/3)	>100% Total individuals met: **66** (71%M/29%F)
Beneficiaries: *Examples:* Duty bearers Gate keepers Direct beneficiaries Indirect beneficiaries Civil society representatives	19	19 (19/0)	19 (19/0)	19 (19/0)	>100% Total individuals met: **62** (77%M/23%F)

42. *Analysis:* The most updated PIR was used primarily as a basis for this review. Activity progress was assessed against the revised workplan and budgets as per amended PCA in 2024. The status of activities and outputs identified in the PIRs along with the project's success and challenges were verified through the stakeholders/ implementors consulted along with site visits and physical outputs. In addition, based on compiled information from deliverables, reports, and interviews, data were assessed against the result framework. Since most of the activities are being carried out by subcontractors in different work packages, the reviewer verified progress through meetings and viewing key outputs such as analyses, maps and key findings through PowerPoint presentations during meetings. Lessons learnt and recommendations were based on a qualitative analyses of interview responses and an assessment of the projects progress, successes and shortcomings while also taking into consideration the changes in context from project design to implementation. Any outstanding queries following mission travel were addressed via email communication with the project team. For the most part, no biases were observed and findings can support the wider review questions.

43. During mission travel, the reviewer worked closely with the project team to discuss the reviewer's preliminary findings and to allow for any clarifications or further discussions. In addition, proposed preliminary recommendations were discussed with the project manager and PIU coordinator to assess to ensure their feasibility within the scope of the project's operating context and the current political climate. At the end of mission travel during a debrief the

reviewer presented preliminary findings and proposed recommendations to the IA, EA, PMU and PIUs allowing for feedback and further discussion (see Annex VII). These finding and recommendations were further refined upon return from mission travel and included in this *MTR report* which was then sent to the IA, EA and project management team for final feedback and clarification as needed.

44. *Limitations:* Due to the significant delays and the project being in year one of the revised PCA, the availability of project outputs for review were limited. However, where they were available for example, progress reports or meeting minutes from the work package subcontractors, these were in Bahasa Indonesia and so could only be reviewed in piecemeal using online translation tools. However, all the subcontractors met had progress PowerPoint presentations developed which were presented to the reviewer during interviews. Having members of the PMU/PIU accompany the reviewer could have potential implications with regard to stakeholders being able to speak openly if there were any issues with the project. However, the reviewer made every effort to mitigate this (paragraph 40). Although under normal circumstances it would be better not to have project members present during interviews, the reviewer found that in this instance, their presence proved mutually beneficial to both the project and stakeholder (Lesson Learnt #1).

45. *Ethics and human rights:* At the beginning of each interview individuals were informed that discussions would be reflected in the report but would be confidential and not relatable to any particular individual. There was adequate gender representation across stakeholders interviewed and all stakeholders were given an opportunity to ask questions, make comments or provide additional information as they saw fit during the interviews. Translation was made available to all stakeholders met. Throughout the review the reviewer was cognizant and sensitive to cultural norms of the different stakeholder groups and information was collected with respect for ethics and human rights issues and according to the UN standards of Conduct.

III. THEORY OF CHANGE

Theory of Change at Review

46. A Theory of Change (ToC) diagram highlighting the projects intended impact and its causal logic along with drivers, barriers, key assumptions, and an intervention logic narrative, was presented in the ProDoc (section 3.4). This was reviewed and reconstructed during the inception phase of the MTR and a ToC narrative provided along with a slightly amended ToC diagram (see Annex F MTR inception report for original ToC diagram). The MTR inception phase ToC was then reassessed during the review period together with PMU and ATR, and considering findings from stakeholder consultations. The ToC was found to remain valid as identified during the inception phase and is in line with UNEPs definitions, thus no changes were required as a result of the review period and the ToC remains aligned with the projects results framework so no adjustments to the log frame were made.

47. The project builds on existing political support for the RIMBA Corridor and a national priority for transitioning towards a Green Economy (GE). The overall aim of this project is to support the adoption and implementation of a Green Economy-based development strategy across the RIMBA Corridor so that GHG emissions are reduced, biodiversity is protected, and that the sustainable use of the landscapes natural capital provides benefits to RIMBA stakeholders. The project intends to achieve this through four causal pathways.

48. Causal Pathway 1: Institutionalization of the management of RIMBA

Indonesia has many examples of creating multi-level/multi-sectoral governance structures (see Appendix 18 of ProDoc). For example, the National Parks of Kerinci Seblat, Bukit Tiga Puluh and Berbak comprise cross provincial government boundaries, but are managed by National Technical Management Units (UPT) within the Ministry of Environment and Forestry using national budgets. However, country experience has shown that without legal strength and financing, collaborative planning across separate jurisdictions usually wanes as political realities (e.g. changes in government, political commitments, financing etc) take over. Therefore, in order to truly demonstrate a landscape approach to GE transformation across the RIMBA Corridor, there is a need for a governance solution that demonstrates jurisdictional autonomy to multi-sectoral issues and for finding and sustaining common objectives across three levels of government- National-Provincial-District and a roadmap, aligned with existing national and Provincial Green economy indictors to guide the implementation of GE development across the Corridor. Through the establishment of a super-jurisdictional governance structure, the formal recognition of the RIMBA Corridor as a National Strategic Area and the existence of an approved Roadmap by means of a Presidential decree, an enabling environment for institutionalizing a Green Economy approach will be created. GE development and implementation in the RIMBA Corridor will be further supported by awareness raising across all stakeholder groups, capacity building, political commitments and the provision of finances that support the effective implementation of a RIMBA roadmap. The project therefore, will significantly contribute to the formalization of a multi-stakeholder cooperative RIMBA Corridor governance modality, critical to pursue the transition to a Green Economy (GE). This causal pathway addresses the fact that existing legal and institutional approaches are not sufficient nor is knowledge or capacity to allow the multi-level governance that is required to manage the RIMBA Corridor via a Green Economy development approach. This pathway assumes that political will for transitioning to a Green Economy, will remain strong and a priority at both a national and regional level, and that government and non-government stakeholders can effectively collaborate to reach consensus on the development of the RIMBA Corridor. It also assumes that increasing awareness will result in increased buy-in and support, and that commitments from governments will equate to practical action and available budget for implementation.

49. **Causal Pathway 2- Practical Demonstration of Green Economic development to enhance the natural capital of water, carbon and biodiversity provided by forests in the RIMBA Corridor**.

The practical demonstration of strategies that promote biodiversity and ecosystem protection and reduce GHG emissions while at the same time ensuring sustainable development and contributing to poverty reduction, will be essential for buy-in, lessons learnt and building

support across all levels of stakeholders for the transition to a GE. Such practical demonstrations and lessons learnt will also enable the supra-jurisdictional RIMBA management to adapt its approaches and revise its roadmap as required. Practical demonstrations will occur across three clusters each with their own unique set of challenges and covering a wide range of natural capital from forests, peat lands, watersheds and carbon stocks, which represent the diverse challenges facing the entire RIMBA Corridor. Recognizing that there are historic and current competing interests between stakeholders, as well as limited knowledge and low capacity for transitioning to a GE in the RIMBA Corridor, each cluster will use conflict resolution tools such as participatory land use planning (PLUP) processes to foster collaboration between stakeholders and has awareness raising and capacity building components. In addition, since sustainable development and poverty alleviation is central to the GE principle, each cluster will have a livelihood/incentive component targeting local users to demonstrate the benefits of protecting the Corridors natural capital, which in turn aims to catalyze behavioural change across all stakeholder groups. Lessons learnt across each element of intervention will support the scaling up of a GE approach under varying contexts, across the RIMBA Corridor. Importantly, through concrete demonstrations, trust and partnerships across the stakeholders will be strengthened, as well as showing the feasibility of alternative development and investments by good example. These are two key elements that are essential in order for Green Economy mainstreaming (causal pathway 3) to transpire. This pathway assumes that stakeholders agree to cooperate and harmonize work plans and budget allocations, there is willingness of all stakeholders at all levels to change behaviour (including institutional behaviours) and that the selected cluster interventions do provide the intended benefits, to increase support towards transitioning to a Green Economy. It further assumes that benefits will ensure gender equity and include benefits for Indigenous and other marginalized groups, it will do this by ensuring they are included in participatory land use planning processes, capacity building initiatives and livelihood development.

50. Casual Pathway 3: Mainstreaming Green Economy principles and practice in government civil society and private sector institutions

Building on capacity building, awareness and practical demonstrations in causal pathway 2, this pathway supports the integration of Green Economy principles and practices into policies and plans and budgets at all government partner levels and will facilitate sustainable production and consumption (SPC) agreements for the industrial forest plantations and the mining sectors operating in the RIMBA corridor. The project will further build awareness and knowledge among local stakeholders to engage in sustainable development practices. As for Causal Pathway 2, this pathway assumes that increasing know-how among RIMBA Corridor land users and stakeholders, will enhance their willingness and ability to change behaviours, will enable them to find common goals, and assumes they will have the necessary resources to put such knowledge into action.

51. Causal Pathway 4: Project monitoring and the wide dissemination of best practices and lessons learnt

Taking lessons learnt from all three previous pathways, this pathway will monitor and evaluate the project's success and failures allowing both project and RIMBA management to adapt as necessary. Through an effective knowledge management information system (KMIS) and the development of publications, best practices and lessons learnt as a result of the project's interventions. Best practices will be disseminated widely across the entire RIMBA Corridor as well as nationally and internationally. This pathway assumes that knowledge development is effectively transferred to stakeholders through the use of the KMIS and other approaches.

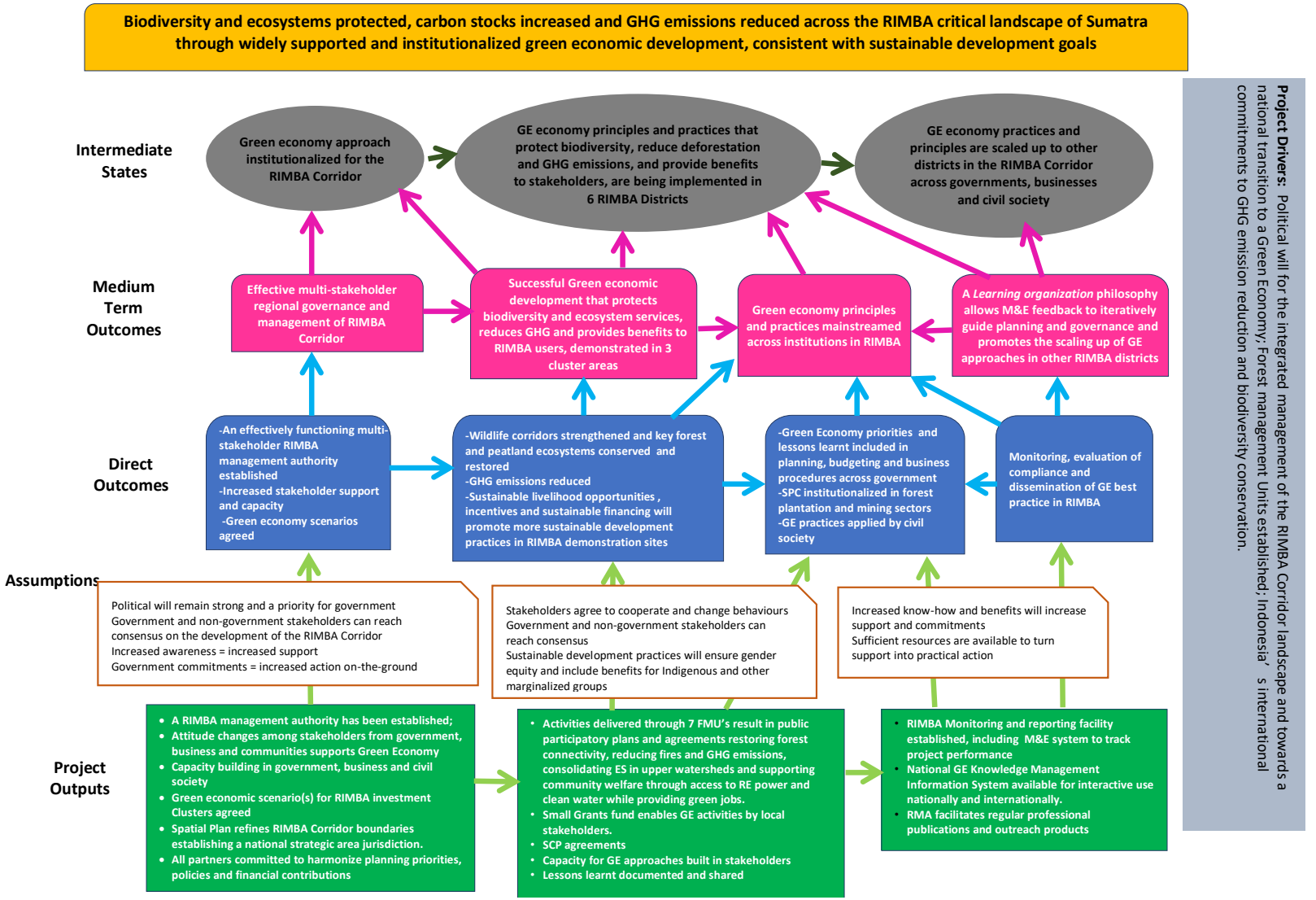


Figure 3: RIMBA Project ToC Diagram

IV. REVIEW FINDINGS

52. This chapter presents project findings in accordance with UNEP evaluation guidelines and the review criteria presented in the TORs and reflected in the project performance ratings table (Table 7). This Review Findings section provides a summative analysis of all triangulated data relevant to the parameters of the criteria. This is the main substantive section of the report and incorporates indicative evidence as appropriate.

A. Strategic Relevance

Alignment to UNEP's, Donors and Country (global, regional, sub-regional and national) Strategic Priorities

53. The project is aligned with UNEPs MTS 2022-2025, Nature action subprogramme and its Program of Work (PoW), (indicators iii and iv), as well as with GEF 5 focal areas: Biodiversity, specifically *BD2 – 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation*; climate change mitigation- *CCM-3.2 Investment in renewable energy technologies increased* and *CCM 5.2 Restoration and enhancement of carbon stocks in forests and non-forest lands, including peatland* and; sustainable forest management/REDD+- *SFM/REDD+ 1.3: Good management practices adopted by relevant economic actors.* It remains aligned under the GEF 8 focal areas BD1; CCM 1&4; and LD1 &3.

54. The project was well aligned with country priorities at the time of project approval in 2016. Although significant time has passed since then, the project remains aligned with national priorities, specifically Indonesia's vision 2045, its sustainable development pillar, and its commitment towards a green economy by promoting low carbon development. The project is also aligned with the directives 2005-2025 National Long-Term Development Plan and 2020-2024 Medium-term National Development Plan. The country has identified 15 Green Economy (GE) indicators covering three pillars, namely economy, social, and environment, with the environmental pillar comprising five indicators: land cover, degraded peatland, emission reduction, managed waste, and renewable energy all of which the project is aligned. The GE is one of six economic transformation strategies set by BAPPENAS to achieve Indonesia's 2045 vision and in 2024, a new president and political party were inaugurated and GE growth is identified number 2, in the new government's agenda.

Rating for Alignment to UNEP's, Donors and Country (global, regional, sub-regional and national) Strategic Priorities: Highly Satisfactory

Complementarity/Coherence with Existing Interventions

55. The ProDoc (section 2.7) highlights a number of complementarity interventions and their potential role in the project. However, the time between CEO endorsement (2016) and project implementation (2021) was significant and as such many interventions the project had engaged with, and some co-financing secured at project inception, are no longer relevant; for example, the Tropical Forest Conservation Action project. During the intensive inception phase in 2022-2023 however, several new potential opportunities were identified and the RIMBA project continues to engage with and seek opportunities for new partnerships/co-financing and synergies with new and emerging interventions in the area. Specifically, the project is engaging and collaborating with the World Bank BioCarbon Fund – initiative, BAPPENAS the Low Carbon Development Initiative (LCDI), the UN-REDD+ initiative in RIMBA as well as the REDD Task Force in Riau province.

Rating for Complementarity/Coherence with Existing Interventions: Satisfactory

Rating for Strategic Relevance: Highly Satisfactory

B. Quality & Revision of Project Design

56. A detailed review of the project's design is provided in the MTR inception report. Overall, the project design was rated satisfactory. A major strength of this project is its alignment with the country's priority for transitioning to a Green Economy and its design in response to a detailed understanding of the context of the RIMBA Corridor and its stakeholders. Based on the ProDoc, there appears to be good interest and willingness among stakeholders to advance and take ownership of the protection of the RIMBA Corridor. The results framework is logical and the selection of three different cluster sites with different contexts allows for the project to demonstrate a variety of key strategies to protect biodiversity protection and enhance carbon stocks. By not focusing on only one GE development strategy, the likelihood of project outcomes being scaled up across other districts in the Corridor is significantly enhanced. The establishment of PIUs in the provinces to support project implementation, will significantly improve the likelihood of successful outcomes under component 2. The use of collaborative processes for stakeholder engagement, and its multi-focus strategies, means that scaling up across stakeholders and other areas, is well embedded into its project design.

57. No major weaknesses were found in the overall project design and any project revisions (minor) that have occurred since CEO endorsement in 2016, are as a direct result of changing contexts after a lengthy delay in project implementation commencement rather than flaws with the project design in the first instance. However, the inclusion and participation of women and Indigenous People's and Local Communities (IPLCs) as well as more ambitious targets in the framework for these stakeholder groups could be more explicit in its design. It is also not fully clear how, following the end of the project, the RIMBA Corridor management and GE Roadmap implementation, as well as scaling up in other districts, will be financed.

Rating for Quality & Revision of Design: Satisfactory

C. Effectiveness

Theory of Change

58. A Theory of Change (ToC) diagram (Figure 3), highlighting the project's intended impact and its causal logic along with drivers, barriers, key assumptions, and an intervention logic narrative, was presented in the ProDoc (section 3.4). During the inception phase of this MTR, a ToC narrative along with a slightly revised diagram was developed, this was further reviewed by the project management team and verified during the review process. The ToC presented at inception, with a detailed description provided in section III of this document, remains valid and has a logical cause and effect process in line with the project's results framework. The ToC causal pathways, drivers and assumptions have been described in paragraphs 48-51. To further align with UNEP's commitment to increase equality, the reviewed MTR ToC has modified the assumption of "equitable" benefits accrued from Green Economy development initiatives piloted by the project, to read more explicitly, i.e. "will ensure gender equity and include benefits for Indigenous and other marginalized groups" (causal pathway 2, paragraph 49). No other changes to the ToC validated at the MTR inception or to the project's log frame at design, have been made during the review.

Rating for Theory of Change: Satisfactory

Availability of Outputs

59. The significant delay in the project commencing full implementation has meant that the availability of outputs is limited and that none of the project's mid-term indicators and milestones have been met by the time of this MTR. For that reason, this criterion has to be rated "unsatisfactory". However, it should be noted that since the amended PCA in 2024 which addressed the human resource issues preventing the full and effective implementation of activities up to that point, significant and rapid progress has been made towards advancing the project's outputs. Thus, should this criterion be reviewed considering year 1 of the revised PCA, the rating can be considered "satisfactory".

60. The sudden advancement of the project since its revised PCA is largely due to the project management implementation structure already being in place and the division of key activities into 12 work packages being implemented simultaneously. Some challenges of this approach have however been identified during the review (Lesson Learnt #3; Recommendation # 2). All outputs from these work packages are due by December, and project management has provided clear information on the activities and outputs being addressed under each work package, as well as access to a shared google drive where each work package subcontractor uploads progress reports and meeting minutes. During the pre-mission phase the reviewer also met with a number of the subcontractors where progress reported, was verified via PowerPoint presentations that showed analyses, maps, photographs, and key findings. Work package (WP) progress along with progress towards other outputs are presented below.

61. Component 1: The establishment of a sustainable and effective institutional framework for the management of natural resources for a Green Economy in the RIMBA Corridor of Central Sumatra of Central Sumatra.

For the most part a significant amount of the project's efforts to date has been towards the outputs for this component. This is a valid approach as it is this component which will set the framework for GE demonstration in the different cluster sites (Component 2). Work is ongoing on the development of a 20-year RIMBA Roadmap and framework (a time frame aligned with the country's planning cycle), which will include recommendations for a RIMBA management governance model. Several focus group discussions (FGDs) have been conducted across the three provinces and meetings have been held with key stakeholders, largely for the purpose of data collection (paragraph 85). Environmental and social indicators (in particular for Indigenous People) aligned with the 15 national GE indicators are in the process of being selected for the roadmap (WP1). The various tools available for socio-economic modelling have been reviewed ensuring the selected models will be aligned across the work packages. Capacity questionnaires and stakeholder attitude surveys have been developed, meetings to discuss attitudes towards environmental degradation have been held in two provinces and a stakeholder attitude survey has been conducted in Western Sumatra and is in the process of being carried out in other provinces (WP4). Work is also ongoing on the preparation of technical documentation for the formal recognition of two national strategic areas (KSNs). Meetings have been held, data collected, maps developed, and InVest modelling carried out. Discussions are underway to decide on revised KSN boundaries, whether 1 large KSN or 3 individual ones would make more sense (1 already established out with the project) and to ensure that strategic areas and management plans are aligned with recent country developments such as the five new preservation area categories, which include protected areas, forest of high conservation value and ecological corridors among others (WPs 2 &3), formalized in regulations in 2024. Two sub-analyses have been carried out to support the revision of RIMBA corridor boundaries and towards the technical document for its recognition as a national strategic area under the national spatial plan. Its boundaries are currently in the process of being revised based on an updated spatial analysis of land cover (sub-analysis 1) (Annex XIII) and updated usage data (such as animal movements, protected areas and so on) using data provided by ATR and other key government and non-government stakeholders. In addition, existing spatial planning forestry designations and zonation's are being reviewed to ensure proposed boundaries and management are aligned with existing regulations (WP5). Output 1.2.3 *Micro-scale grant programs are established to enable Green Economy activities to be undertaken by local stakeholders including women and indigenous communities*, was original designed in response to committed funds from an initiative that is now no longer relevant. The project team therefore have been engaging the BioCarbon Fund and the UN-REDD initiative and financing scheme for the Jambi and Riau provinces, to assess the feasibility of these coming on board as partners in this regard.

62. Component 2: The practical demonstration to government, business and civil society stakeholders of the viability of Green Economic Development to deliver Sustainable Outcomes which enhance the natural capital of water, carbon and biodiversity provided by forests in the RIMBA Corridor.

63. *Cluster 1:* This cluster is focussed in Western Sumatra, where a PIU coordinator has only recently been employed, with one district from Riau included. As a result, compared to Jambi, progress towards cluster 1 outputs is limited more than for Jambi (Cluster 2). For the most

part activities to date have centred around FGDs, with one FGD being held in Riau to discuss and review existing forest management plans for the area and FGDs being held in the three cluster 1 districts to discuss local interests and land use (WP 6). A FGD has also been held to discuss and obtain information on priority species movements across the Rimba corridor, which has been shared with work packages in component 1, and an assessment is underway of potential green infrastructure/ eco-design options for roads (WP7).

64. *Cluster 2:* To date most of the progress has been with regard to this cluster which is located in Jambi. As for cluster 1, a review of existing forest management plans for the region is in progress and a detailed analysis and mapping of existing canals and peatland hydrological systems for the area has been completed. The analysis along with several meetings and FGD that have been held will be used to inform restoration options which are currently being identified (WP8). Participatory land use mapping has also been carried out with community members from the Pandan Sejahtera village along with site visits and FGDs, including with the fire care community group (WP 9).

65. *Cluster 3:* Meetings were held in three villages to explain the objectives and approach of RIMBAs "willingness to pay for water resources" study. A draft questionnaire on to collect information on village electricity demands has been developed. Following a site visit and discussion this questionnaire has been reviewed and a house hold survey is now is the process of being conducted, A stakeholder willingness to pay for water survey has been carried out and data is currently being analysed, this along with site visits and FGDs will be incorporated into a draft legal umbrella for Water Service Services (PWS) which is currently in the process of being drafted (WP4).

66. *Green economy principles integrated into six districts:* An in-depth analysis of intervention entry points, incentives and a process map for the integration of the GE principles into district spatial and development plans has been carried out (WP 10).

67. Component 3: Monitoring , evaluation and dissemination of Green Economy practice in the RIMBA Corridor and sharing lessons learnt:

    A number of GIS maps showing updated land use and land cover maps for the provinces and the Corridor as well as updated forest deforestation maps, among others, have been compiled by the project's GIS expert (Annex XIII). These maps have also been shared across the work packages to support the delivery of outputs. Additional maps are continuing to be gathered for uploading onto a RIMBA spatial GIS database that is in the process of being developed (WP 11). A national web-based GE Knowledge Management Information System (KMIS) along an M&E database aligned with the project's indictors are also in the process of being developed (WP 11). However, with regard to indictors, these should be revised as per recommendation#3 prior to its completion (paragraph 76).

Rating for Availability of Outputs: **Unsatisfactory** (*see paragraph 59*)

Progress Towards Project Outcomes

68. Given the current stage at which the project is in with regard to the availability of outputs, there has been no uptake of outputs at the outcome level by this time. Further, in accordance with the revised workplan, there have been fewer activities occurring at the demonstration sites (Outcomes 2.1-2.4) and with regard to knowledge management and sharing (Outcomes 3.1-3.2), compared to efforts towards creating an enabling environment for the Green Economy and institutionalizing the Green Economy approach to the management of RIMBA (Outcomes 1.1-1.2). As a result, although associated drivers and assumptions identified in the ToC (Figure 3) for Outcomes 2 and 3 remain valid following the review, the strength of which they hold true could not be verified, but preliminary indications suggest that they will remain in place to support output uptake. On the other hand, the drivers and assumptions identified for Outcomes 1, have become even stronger since project development and will play a major role in increasing the likelihood of the uptake of this component's outputs once available. However, there is a brief window of opportunity that would really solidify the institutionalization of the RIMBA corridor and a Green Economy approach sooner rather than later and would expedite the uptake of component 1 project outputs (Recommendation #1).

69. At a national level, the GE is well embedded into Indonesia's long-term development plan (2045) and will be incorporated into its medium-term development plan (2025-2029) currently in the process of development. Green Economy Indicators, which include specific indictors for biodiversity and the environment, and a national GE blueprint is being developed where they also aim to pilot Green Economy initiatives, sites to be yet determined. At a national level, efforts are also underway to increase state budget for supporting the implementation of a GE (paragraph 79). These plans and indicators are further required to be translated into provincial and district level planning, with Jambi and Riau provinces already including a Green Economy approach into their planning. The Green economy is also aligned with the new Presidential (October 2024) agenda and is identified as a priority in its agenda item number 2. Preliminary focus group discussion with communities, suggest that they would be willing to change their behaviours towards more sustainable practices, providing such practices would have a positive impact on their livelihood. The country has already demonstrated its commitment to the conservation of RIMBA Corridor as per the island spatial decree, and this support does not appear to have waned, but rather has increased due its potential in being a model landscape for demonstrating a Green Economy. All of these indications along with the direction of the projects progress towards outputs suggest that the progress towards outcomes will be significantly facilitated by the external enabling environment.

Rating for Progress Towards Project Outcomes: Moderately Satisfactory

Likelihood of Impact

70. The drivers and assumptions identified to achieve the project's intermediate states remain valid. While institutionalizing a GE approach to the RIMBA corridor is highly likely to transpire and through demonstration sites the project will develop and promote good practices, the scaling up and overall impact on the ground still face some challenges. For example, the extent of large commercial industries occurring across the Corridor that are controlled at a national level but operate at a local level, and the high income returns to communities from small oil plantations, which have resulted in a significant loss of forest cover and increase in agricultural land since the project's initial development and approval (Recommendations #3 & #5). That said, little progress if any, would be possible without the intervention of the GEF project since government budget and human resources are limited and the level of national, provincial and local stakeholder engagement required for the adequate participation and involvement of Green Economy actors for its institutionalization and demonstration across RIMBA, would likely not be possible.

Rating for Likelihood of Impact: Moderately likely

Adaptive Management

71. The project has demonstrated reasonable adaptive management. In response to a condensed time-frame as a result of amended PCA the project has revised its work plan and has grouped priority activities into subcontracted work packages for easier communication, management and more timely delivery of outputs. Project management and subcontractors have found solutions to sourcing data despite, some data being initially inaccessible to the project. In addition to revised work plans, given the significant time delay in its implementation, and the significant changes observed on the ground in terms of forest cover and land use between project design/approval and the current context, there is a need for the project to review and revise its GEF core indictor targets as well spatial result framework targets (Recommendation #3) and possibly some activities in its cluster intervention areas (Recommendation #5). The project also faces some challenges with regard to adapting its financial procedures (ensuring alignment with UNEP/GEF policies and procedures) so that existing government procedures, such as inability to provide advanced funds to project staff, or funds for certain activities (e.g. fuel reimbursement constraints) do not continue to create a barrier to the effective implementation of activities on the ground, in particular at the Provincial level (Recommendations #4).

Rating for Adaptive Management: Moderately Satisfactory

Rating for Effectiveness:	**Moderately Satisfactory**

D. Financial Management

Adherence to UNEP's/Donor Financial Policies and Procedures

72. The original PCA with ATR entered into force in September 2021, with an SSFA being issued to KEMITRAAN to carry out an in-depth inception phase and the remaining budget (excluding SSFA) allocated to ATR. Expenditure reports for the SSFA were completed and submitted in a timely fashion, were within budget and received a clean audit. However, ATR faced many, disbursement, reporting and expenditure challenges as a result of project implementation delays and issues (paragraphs 29-32). These challenges coupled with limited capacity as a first-time execution agency for a GEF project, resulted in a lack of any disbursement and thus, financial reporting in the first year of the project, as well as a continued lack of reporting after receiving the first disbursement in Oct 2022.This led the ATR to request support from UNEP. In October 2023, the FMO and TM travelled to Jakarta and Jambi, where comprehensive training on the administrative and financial management and arrangements of the project were provided to ATR, PMU and PIU. Since this training, the first QER for Q4 2022 was submitted in March 2024, with all others (up-to-date Q2 2024) also being submitted. Q1 and Q2 QERs for 2024 reflect the revised spilt budget between ATR and KEMITRAAN. Since KEMITRAAN have only received their 1st disbursement in June 2024, they are not required to submit their first QER until Q3 2024, as such all QERs are now up-to-date. Although significantly delayed, an audit has now been completed and cleared, and co-financing reports have been received. Given the evident, and significant and ongoing improvements in addressing previous challenges by the project, ranking for this criterion has favoured the direction in which the project is moving towards rather than from where is has come from.

Rating for Adherence to UNEP's/Donor Financial Policies and Procedures: Satisfactory

Completeness of Financial Information

73. A detailed budget of secured and unsecured funds at project design is available, along with the revised budget following the amended a PCA, detailing the spilt between ATR and KEMITRAAN and agreed budget reallocating justifications. Original and revised PCAs are available, disbursement and cash advance documentation and both audit reports for the KEMITRAAN issued SSFA between June 2021 and October 2023 have been received. Given the significant delays in project implementation (2016- 2021) a revised co-financing budget has not yet been updated that reflects co-financing commitments no longer feasible, reconfirmed or revised commitments, or new co-financing opportunities that have arisen. Inventory reports are still outstanding. Annex VI provides and summary table rating the financial management of the project and table 4 below provides a summary of total disbursements versus current expenditure.

Rating for Completeness of Financial Information: Moderately satisfactory

Table 5: Financial Tables

Total Budget	Total Disbursement as of June 2024	Expenditure as of June 2024
$9,431,763	$1,142,867.54	$562,156

Rating for Financial Management: Satisfactory

E. Efficiency

74. This project has had one justified no cost extension. The have been some time-saving and cost saving activities by the project. For example, *time-saving*: The implementation of activities through work packages simultaneously (although see paragraphs 60; 84-85; Recommendation #2) and *cost saving:* using government auditors which do not charge for carrying out the audit, as opposed to private companies.

75. On the other hand, some inefficient time-consuming activities (Lesson learnt #2; Recommendation #4) have been indicated during the review. These are largely related to government required paper work procedures for accessing project funds from the EA for activity implementation, along with associated unclear guidelines. For example, the requirement to redo a monthly progress report to receive salary from the project funds as it has been deemed too short resulting in the development of a 62-page monthly report (from a 40-page report), or having to double the paperwork/administration so that project funds can be accessed for fuel for example, where the project requests an advance from PMU support agency, and then subsequently once spent, requests reimbursement from project funds by the EA to repay PMU support agency.

Rating for Efficiency: Moderately Satisfactory

F. Monitoring and Reporting

Monitoring of Project Implementation

76. Given the significant delays of the project and the project therefore is in early implementation, there has been limited monitoring against the result framework indictors and most data is not yet regularly being collected with some baselines still being collected. Given the significant and rapid changes on the ground between inception and implementation, the project is in the process of revisiting and reanalysing spatial baselines (paragraph 67; Annex XIII) to the current on-the-ground context and will need to revise is GEF core indictors and relevant results framework targets accordingly (Recommendation #3). Furthermore, although not yet functional, the project via a work package is in the process of establishing an M&E database aligned with the results framework and GEF core indicators for uploading progress towards indicator data as well as to house project reports. In addition, a Knowledge Management Information System where project outputs, documents and other relevant information will be made available is also in the process of being developed. Both databases aim to be completed and handed over to the PMU by December, where they will be then populated by the PMU and work package coordinators. Through project reporting by the ATR/PMU and regular (monthly, mid-term and final) progress reports from those contracted to implement the different work packages, there is regular monitoring of the project's activities and progress toward the work plan. For the most part, meeting minutes are being kept and gender disaggregated data is being reported on in Progress Implementation (PIR) and Half Yearly Reports (HYP). Although the project has adapted workplans and budgets in response to delayed implementation, due to the minimal monitoring data being collected currently, there is little evidence of the project using monitoring data for adaptive management purposes. The mid-term review is being carried out approximately mid-way of the project's time-frame based on the original PCA in 2021, or in year 1 of the amended PCA.

Rating for Monitoring of Project Implementation: Moderately Satisfactory

Project Reporting

77. All PIRs and Half-yearly Reports are up-to-date and cover the period July 2021-July 2024. These reports adequately capture progress on activities and other key information such as changes made, lessons, and risks as required by the standard PIR/HYRs' formats. Contractors for the different work packages also submit monthly progress reports to PMU/ATR. Project M&E reporting could be improved slightly by summarising and reporting on meeting participant stakeholder groups and numbers, rather than reporting on participants names.

Rating for Project Reporting: Satisfactory

Rating for Monitoring and Reporting: Satisfactory

G. Exit Strategy & Sustainability

Exit Strategy

No exit strategy has been developed by the project.

Rating for Exit Strategy: Unsatisfactory

Socio-political Sustainability

78. Indonesia's interest and commitment in driving the country's green economic development, where GHG emissions are reduced, biodiversity is protected, natural resources are used sustainably, and natural capital provides benefits to stakeholders, is evident in its integration into the nation's political agenda and long-term vision (2045) among other indications (paragraphs 54; 69). The President's instruction No. 1/ 2023 has been released to seventeen ministries/institutions including local government for mainstreaming biodiversity conservation in sustainable development and specific orders have been given to the Minister of Land Affairs and Spatial Planning/ National Land Agency i.e. the NEA to: (a) make biodiversity aspects a consideration in spatial planning; (b) make biodiversity protection aspects a consideration in granting rights to land that is a habitat for plants and wild animals; and (c) provide policies or instruments for controlling land use related to biodiversity protection. The nations long-term and medium-term development plans also prioritise green economic growth which also mandate provinces and districts to ensure their development plans are aligned with national priorities. This means that green economic development is already embedded or mandated across the three Provinces which cover the RIMBA Corridor. Through the institutionalization of the RIMBA Corridor's management approaches and governance, coupled with its designation as a national key strategic area, will further solidify the socio-political sustainability of project outcomes. Moreover, the Ministry of Land Affairs and Spatial Planning/ National Land Agency decree No. 1897/ SK-TR.01/XI/2023 has formed an inter-ministerial forum that includes local government as the project's national steering committee for RIMBA which will be a stepping stone for long-term roundtable discussions, and with the establishment of a RIMBA corridor management authority and secretariat, the long-term collaboration and cooperation between multi-sectors, essential for a green economy approach, will be further supported.

Rating for Socio-political Sustainability: Highly Likely

Financial Sustainability

79. In order to scale up demonstrated green economic approaches across the RIMBA Corridor, there is a concurrent need to scale up financing to the provinces, as well as for biodiversity management and protection generally. The establishment of RIMBA as a KSN by the project, along with BAPPENAS and the Ministry of Home Affairs' ongoing work to create the appropriate nomenclature so budget lines linked to national green economy indictors will allow for GE budget allocation across the Ministries and Provinces, and will therefore further increase the accessibility to State budgets to sustain the project's outcomes. Despite these efforts, it is evident from stakeholder interviews that even with increases in government budget for the effective implementation of spatial or development plans on the ground, finances will remain insufficient, especially at the provincial, district and local levels. The project and other ongoing initiatives across the RIMBA provinces are currently engaged in efforts to minimize this gap in funding though payment for ecosystem service schemes. Further, the high level of country ownership, along with the demonstrated commitment and support by the country and provinces for a RIMBA-wide Green Economy approach (assuming project outcomes will be achieved), will be an attractive investment opportunity for Donors in the future.

Rating for Financial Sustainability: Moderately Likely

Institutional Sustainability

80. The country as demonstrated by the challenges faced by the project since its inception (paragraphs 29-30) has a history of institutional restructuring as a result of new administrations being elected. The sustainability of project outcomes has a low to moderate dependency on institutional support since the institutionalization of the RIMBA Corridor and its management approaches will enable the relevant outcomes to be sustained and withstand any restructuring in the future. The implementation of these plans and their scaling up however, will likely depend on institutional stability, since restructuring generally results in changes in priorities, budgets, man power and regulations. A new administration has been inaugurated in

October 2024, and while some changes have occurred, with the exception of the separation of Forestry and Environment into two Ministries, there is unlikely to be a significant impact on sustaining project outcomes as a result of institutional instability at least in the medium term.

Rating for Institutional Sustainability: Moderately Likely

Rating for Sustainability:	**Moderately Likely**

H. Factors Affecting Performance and Cross-Cutting Issues

Project Inception

81. There have been significant delays between GEF project approval in 2016 and project implementation (2021), with a revised PCA and NCE occurring in 2024. This resulted in staffing, project steering committee establishment and an inception phase also facing delays (paragraphs 29-31), with the project's first disbursement only occurring more than 1 year after UNEP approval. Further, the EAs evidential lack of knowledge and capacity for required financial policies and procedures at the beginning of the project, required mission travel by the UNEP FMO to provide training, 2 years after project approval (paragraph 72).

Rating for Preparation and Readiness: Unsatisfactory

Quality of Project Management and Supervision

82. *UNEP/Implementing Agency:* Since the establishment of the PIF in 2011, the project has been under two different Task Mangers (TM) and collectively they have made 19 in-country visits to date. The TM has regular communication via email with the EA and the project management team allocated to the project. UNEP has been aware and actively sought solutions to all the challenges the project faced (paragraph 29-32). UNEP through the TM and FMO also addressed capacity and adherence issues around financial reporting and provided financial management training to the EA, PMU support agency and PMU in Indonesia.

83. *Partners/Executing Agency*: As a result of project delays the PSC was only established and met for the first time in 2024. Prior to the PCA there were regular progress meetings between the PMU and the ATR/BPN, with 11 meetings held between January and May 2024. The PMU, based in the ATR offices also provides regular updates to the ATR RIMBA secretariat- although it has been indicated that there is room to increase the current frequency of progress reporting to consistently and ideally every 2 weeks, even if only via an email with bullet points. There has also been interest expressed by the ATR secretariat in being more actively engaged in project activities (Recommendation #1 and #2). There is frequent and continuous contact between the PMU and PIUs through remote meetings as well as via what's app groups and good management by the PMU of the subcontract work packages with similar work packages' What's App groups established for easy updates and communication with each other. Frequent progress reports are being submitted by subcontractors and a shared google drive for all work packages to upload key documents, progress and meeting minutes has been established. A mid-term progress meeting where all work packages presented their progress to the PMU and ATR, and each other, by was held in October. The project manager is fully aware of project implementation progress. While this is excellent from a supervision point of view, there is room for improvement to increase the overall coordination across work packages and strengthening linkages to the overall project objectives, and this should be facilitated by the project manager (paragraph 84; Recommendation #2). Overall project management and supervision is satisfactory with room for improvement in some areas.

Rating for Quality of Project Management and Supervision: Satisfactory

Stakeholders Participation and Cooperation

84. The project in particular through its work pages has carried out a number of stakeholder engagement activities across diverse stakeholder groups with gender representation (paragraph 87), including local and indigenous communities. In addition, various methods ranging from surveys, handed out questionnaires, meetings and FGDs have been employed.

Despite this, the concurrent implementation of numerous work packages over a short time-period resulting in intensive engagement over a short time-period has meant that the effectiveness of some of these engagements at times, has faced shortcomings (Lesson learnt #3). There are several instances (confirmed by MTR interviews) where workshops/meetings were held simultaneously and therefore affected the ability of key individuals from the different the stakeholder groups to have consistent participation across all relevant aspects of the project, resulting in limitations of individual institutions to be able to fully understand the bigger picture with regard to the RIMBA project and the Corridor as a whole. For example, in Jakarta, two meetings were held on the same day in the same hotel by two different work packages, each addressing a different KSN. Many of the government participants attending are critical for both KSNs. Being unable to attend both meant that there is no consistency in the persons attending, thereby missing linkages and the potential ability to contribute to discussions and ensure institutional alignment across both key KSNs. Similar instances have been found in the provinces with one example also with two work pages on the same day having different meetings about different aspects of the RIMBA Corridor management. In addition, since the number of meetings/engagements were very intensive i.e. 11 meetings over 2 months by 6 different WPs in Jakarta; 6 meetings over 1 month by 6 different packages in Jambi; 9 meetings over 2 months by 5 WPs, with some WPs having day back-to-back meetings on different topics and all over the same two-month period (July/August 2024). This level of intensity, and with different topics but often requiring the same stakeholders can and has in some instances (verified in MTR interviews) led to stakeholder fatigue and confusion, and even surprise to realise (pointed out during the MTR interviews) that some meetings were part of the RIMBA project activities (Recommendation #3).

85. Furthermore, many of the critical stakeholders met during the MTR, either were not really familiar with the project or its status as they may have heard about it many years ago, attended WP meetings but had no concept of its linkages with the RIMBA project *per se*, had been engaged with the consultants but only with regard to the consultant request for data or were relatively new in the position as a result of changes and the time passed since the last meeting. That said, when an overview of the project was presented or confusions clarified by the PM accompanying the reviewer in interviews (paragraph 40), all expressed their interest and support for the project and acknowledged its alignment with their activities/priorities (Lesson learnt #1). Many, especially key government stakeholders, also expressed that they would prefer to be involved in more meaningful discussions and provide input, rather than only being engaged in so far as being told about activities and receiving requests for data, and/or being a passive participant in workshops, as they had been to date.

86. Thus, while there has been good efforts and multiple forms of engagement with diverse stakeholder groups in recent months, there is scope to increase the effectiveness of these engagement activities, to ensure more meaningful participation of stakeholder groups and to assure alignment with critical ongoing government planning phases and initiatives (Recommendation #1).

Rating for Stakeholders Participation and Cooperation: Moderately Satisfactory

Responsiveness to Human Rights and Gender Equality

87. The project provided a comprehensive understanding of gender differences in roles, priorities and needs as they relate to land and resource use as well as in indigenous communities, in the ProDoc. It includes a sex disaggregated (2 outputs) and indigenous people indictors in its framework and presents sex disaggregated data in its reports (Recommendation #3). The project has participatory land use planning approaches embedded into its design and intends to ensure FPIC practices where appropriate. The importance of ensuring Indigenous People are considered and FPIC practiced by the project was further reinforced by stakeholders during the inception phase of the project. Work packages have confirmed their consideration of Indigenous Peoples' priorities and rights in their implementation and have made efforts to identify, engaged directly or obtain information from proxies (e.g. government agencies acting on behalf of IPs) or local NGOs, during the implementation of their activities. Currently, the project is averaging a 71%:29% Male: Female ratio in its meetings, which is in line with the countries gender policy. Separating this into Jakarta and the provinces, the project is exceeding

national policy requirements (60%:40%) in Jakarta, but unsurprisingly at a more rural level female representation is reduced slightly (74%:26%).

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Environmental and Social Safeguards

88. As a pre-2016 project, the UNEP Environmental, Social and Economic Review Note or Safeguard Risk Identification Form (SRIF) was not carried out during project design and so no overall safeguard risk rating was provided. Instead, a UNEP safeguard checklist along with identified mitigation measures was developed (Appendix 15 ProDoc). During the inception period, and using the MTR safeguards assessment template provided by the UNEP evaluation office (Annex XIV), and applying the SRIF risk assessment impact-probability matrix and guidelines, the project has been allocated moderate risk, which is aligned with the projects assessment during the updated safeguard assessment in PIR 2022. The re-assessment at MTR shows no new risks identified with mitigation measures still valid. Given the project does include (although not yet started) providing supporting data and documentation to the government with regard to involuntary relocation, this must be flagged for stringent monitoring so that the proposed mitigation measures emphasising the need for FPIC and best practices must be applied. To date, there have been no safeguard issues arising.

89. There is no evidence of explicit actions by the project to reduce their ecological footprint.

Rating for Environmental and Social Safeguards: **Satisfactory**

Country Ownership and Driven-ness

90. There is strong country ownership and driven-ness of the project's objectives, in particular from the ATR/BPN. This is reflected in their strong support and priorities to pursue the spatial planning agenda of the project. Furthermore, the provincial development planning agencies are co-financers of the project and are providing office space for the PIUs. The interest and alignment of this project with country priorities is reflected in the extent of government, non-government, implementors and beneficiaries that were requested made themselves available and gave their time to meet with the reviewer on this MTR, and the expression of their interest and support for the long-term vision of the project. Concrete steps and actions are being made by the country independent from the project towards Green Economic Development (e.g. paragraphs 54; 69; 78; 79) and it is highly likely that with continued technical and financial support, the country will carry out complementary and supportive actions towards scaling up Green economic development in Rimba specifically, and beyond.

Rating for Country Ownership and Driven-ness: Satisfactory

Communication and Public Awareness

91. Communication and public awareness of the RIMBA corridor project to date has been relatively limited, a communication officer however has been assigned and work is ongoing. The project has carried out an inception meeting open to the public, has developed meting materials such as banners, and is in the process of developing project branding and marketing standard operating procedures. It is also in the process of developing an online knowledge management information system. Currently all communication about the project is done via the ATR/BPN social media, where the occurrence of this MTR and the importance of RIMBA were communicated recently (Annex XIII).

Rating for Communication and Public Awareness: Moderately Satisfactory

Rating for Factors Affecting Performance and Cross Cutting Issues: Satisfactory

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

92. Following significant delays and barriers to getting this project off the ground and implemented (paragraphs 29-32), and requiring a justified no cost extension, this project has finally managed to overcome the challenges and project implementation is fully underway, 8 years since its initial endorsement. For the most part, the initial barriers were unavoidable and were largely as a result of circumstances beyond the control of the project (Lessons learnt #4). A key part of this project's success moving forward will be the strong project management team that has been involved with the project since its inception back in 2011, a team that is very familiar with the project sites and results framework, and is therefore highly motivated to ensure this project advances effectively. In addition, there is demonstrable support and commitment from the EA and its designated RIMBA staff, with the achievement of RIMBA outcomes well embedded and driven by their institutional mandate.

93. The project's design is a major strength, as it is significantly aligned with the country's priority to transition to a Green Economy and its efforts to mainstream biodiversity (paragraph 54;69;78). Its alignment to the country's priorities and institutional mandates is further emphasised by the fact that its relevance has not only withstood the 13 years since its original inception, but is even stronger now. In fact, as a result of the delays, and benefitting from the country's planning cycle, from a timing point of view, in conjunction with the current enabling environment that exists, the project is well placed to make a big impact. As a result, there is strong country ownership, driven-ness and wide stakeholder support (although some disconnect - paragraph 85) for the project and its outputs and outcomes, albeit perhaps a brief window where the enabling environment is at its optimum (Recommendation #1). Assuming project outputs and outcomes are up taken, their sustainability beyond the project's time frame is likely, however scaling up, and replicating outcomes across the RIMBA Corridor and in other provinces, and implementing mandated management approaches and initiatives on the ground, will require external financing beyond the project. The reviewer feels however that given the governments demonstrated commitment (paragraph 54;79) towards GE growth and other ongoing initiatives to develop sustainable financing mechanisms, additional financing from donors would be likely.

94. Numerous Indigenous People (IP) have been identified across the RIMBA project and its ESS risk is categorized as moderate. The project embeds many social safeguard practices into its design such as FPIC and participatory land use planning, as well as targets that include Indigenous People. In the limited implementation thus far, the importance of adhering to social safeguards particularly around IPs has been reinforced by stakeholders during the project's inception workshop and efforts are being made to ensure their interests and priorities and rights are considered. The project is achieving a gender balance (sometimes exceeding) that is aligned with the country's gender policy of 30% women representation.

95. The placement of PIUs in each of the three Provinces will be essential to developing and maintaining good regional stakeholder relations as well as ensuring linkages and alignment across the provinces of the Rimba landscape (paragraph 22). There are some challenges with regard accessing project funds from the EA that need addressing so that the PIU teams can operate effectively in this regard (Paragraph 75; Recommendation #4).

96. As a result of the project's severe delays, a major weakness at its mid-point is the project's lack of available outputs and its limited progress towards outcomes, with no achievement of its mid-term targets (paragraph 59). Now that implementation issues have been resolved however, the project is in full scale implementation mode and has adapted its approach, by clustering key activities into 12 different work packages for easier management, and for simultaneous implementation, to expediate the project's progress. While the approach has indeed managed to kickstart the project's progress with progress towards outputs and extensive stakeholder engagement occurring over a shortened timeframe, this approach is also not without some shortcomings. The MTR review found that while implementing all work packages simultaneously is progressing the project in a timely manner, the potential effectiveness of activities and outputs is affected. For the most part, these shortcomings are centred around the linkages between the different work packages and the overall project objective, alignment

between the individual work packages, and stakeholder participation effectiveness issues, which include evidence of stakeholder fatigue and confusion (paragraphs 84-85). Hence, although the work packages are being managed well their coordination and effectiveness could be improved (Recommendation #2).

97. Another crucial impact of this major delay since project inception and endorsement is that although strategically the project remains relevant, the actual situation on the ground has changed significantly. During this period the RIMBA landscape saw significant increases in deforestation and changes in land use, especially in small holders' expansion of oil palm farming driven by its high economic potential. Such changes in circumstances means that some result framework baselines and spatial targets in particular, as well as GEF core indictor data need revision (paragraph 76), and likely some planned demonstration activities (Recommendations #3 & #5). For example, the feasibility of achieving current restoration targets or other forest-related targets given the rapid rate of deforestation as a result of drivers that are challenging to address, and with the limited enforcement across the landscape.

98. Overall, although limited implementation progress by the projects mid-point, implementation has fully commenced. The project is highly aligned with government priorities, is well managed, and is progressing as per its revised work plan. However, there have been limited outputs by the project's mid-point and there are some areas that could be improved to increase the overall effectiveness and delivery of the project's outputs and outcomes. As such, this project has been rated as moderately satisfactory. Answers to UNEPs strategic questions and a summary of the review findings and ratings can be found in tables 6 and 7 respectively.

Table 6: UNEP Key Strategic Questions

UNEP Questions
What evidence is available that the project activities are contributing to integrating ecosystem services and green economy principles into planning and management decision-making in the RIMBA corridor? The project is in the process of institutionalizing the RIMBA Corridor. A RIMBA roadmap, which the project is currently in the process of developing, will include concrete management guidelines aligned with the country's national development plan and green economic indicators. Furthermore, the RIMBA Corridor revised delineation will integrates two additional national strategic areas (project outcomes) and newly enacted forest preservation zone categories into its national spatial plan. Indonesia planning occurs from the top down, in so far as provinces and districts must align their development plans with the national development plan. Therefore, with regard to the three RIMBA Provinces and 19 districts, all are already required to include green economic development into their plans. By the project ensuring that spatial and other outputs for RIMBA are aligned with national development planning priorities, which include green economic development, green economy indicators and associated budget line nomenclature, and by demonstrating success stories, the likelihood of integrating green economy principles into planning and management decision-making across the RIMBA corridor will be strengthened.
What evidence is available to suggest that the project has increased the capacity and trained human resources within the ministry of spatial planning and local stakeholders for integrated landscape management, especially with respect to spatial connectivity and ecosystem services delivery? Due to the project being in its early implementation stages as a result of prolonged delays between inception, approval and commencement, the project has yet to provide any training to ATR staff or local stakeholders for integrated landscape management. However, several meetings and focus group discussions have been held, which raises key discussions on aspects of RIMBA corridor management, and participatory land use planning has commenced in some communities, all of which contribute to increasing capacity and understanding of integrated landscape management issues, both challenges and potential solutions across ATR, and other relevant stakeholders including communities. Furthermore, the establishment of an ATR RIMBA Secretariat has meant

that there is a core team within the ATR who are directly involved and engaged with the project's activities and/or progress, which supports on-the-job capacity building using the RIMBA project activities and outputs as concrete examples of integrated landscape management especially with respect to spatial connectivity and ecosystem services delivery.

Table 7: Project Performance Ratings

Criterion	Summary assessment	Rating
Strategic Relevance		**HS**
1. Alignment to UNEP's, Donors and Country (global, regional, sub-regional and national) Strategic Priorities	The project continues to be well aligned with UNEP, GEF and country updated priorities since the project's inception. Currently, it is aligned with UNEPs nature sub action programme and its PoW, GEF 8 focal areas biodiversity, climate change mitigation and land degradation and Indonesia's vision 2045 and its current long-term and medium-term national development plans.	**HS**
2. Complementarity with existing interventions/ Coherence	During the project's inception phase the project re-examined existing initiatives and projects occurring in Indonesia and RIMBA, and found that since the projects approval, a number of them were no longer relevant and there existed several new ones. The project therefore, continues to seek out relevant initiatives to which it can cooperate and is currently engaging with and seeking out synergies with new interventions (since project approval) and projects that are occurring in the region e.g. World Bank BioCarbon Fund – initiative and the UN REDD+ initiative.	**S**
Quality of Project Design	Overall, the project design was strong, capitalizing on existing activities, interest and support for RIMBA and green economic development in the country. No major weaknesses were found, however there was scope for more ambitious targets for gender representation and marginalized groups. Despite significant delays and changes in governments leading to institutional changes for the project, the project's intervention logic and intended results remained valid and resilient to emerging contexts.	**S**
Effectiveness		**MS**
1. Theory of Change	Other than minor wording changes in one assumption, no changes have been made to the theory of change following the MTR from the inception report. Causal pathways, assumptions and drivers remain valid.	**S**
2. Availability of outputs	The significant delays in the project has meant that the availability of outputs is limited and therefore mid-term targets and milestones have not been met. However, it should be noted that given the stage of the project following the amended PCA, (i.e. year 1) progress towards outputs can be deemed satisfactory.	**U**
3. Progress towards project outcomes	Given the lack of available outputs there is little in the way of progress towards their uptake and thus progress towards outcomes. Despite this, the project's ToC assumptions and drivers are increasingly strengthened and verified resulting in a significant boost of the likelihood of output uptake once outputs are made available, particularly for outcomes 1.	**MS**

Criterion	Summary assessment	Rating
4. Likelihood of impact	The drivers and assumptions identified to achieve the project's intermediate states and impacts remain valid. However, the rapidly changing situation on the ground since project design, in forest cover and land use will present a challenge to the project in achieving its intended impact. Little progress if any would likely occur towards the project's outcomes and objective without GEF support.	**ML**
5. Adaptive management	The project has demonstrated adaptive management adjusting work plans and implementation approaches in response to a reduced time-frame. It would benefit in adapting its spatial targets of GEF core indictors and its results framework, to better reflect the current situation on the ground and changes that have occurred since project design.	**MS**
Financial Management	Initially, the project has faced significant challenges regarding the submission of required financial reports and therefore resulted in delays of several reports and in receiving an audit. However, following training in Oct 2023 by the IA FMO, the project has rectified these issues and by the time of the MTR expenditure reports, co-financing reports are up-to-date and it has received a clean audit. Given the significant delays in project implementation (2016- 2021) and the completion of several initiatives previous committed as co-financing partners, a revised co-financing budget needs to be updated.	**S**
Efficiency	The project has received 1 justified no cost extension and has demonstrated some time and cost saving actions. It has however also demonstrated some inefficient time and effort actions largely around some government procedures mandated but not required under UNEP/GEF to access funds for certain project implementation activities.	**MS**
Monitoring and Reporting		**S**
1. Monitoring of project implementation	There is little regular monitoring occurring towards result framework indicator data as a result of the delays in implementation and that the project is still in its early days and some baseline data requiring revision i.e. spatial baselines, is in progress where relevant targets will also need updating. However, databases for storing data are currently being developed, there is good oversight of and regular progress updates from the externally executed work packages by the PMU/ATR. Meeting minutes are recorded and project reporting provides gender disaggregated data.	**MS**
2. Project reporting	All reports are up-to-date, complete and accurately present the projects progress along with, where relevant, gender disaggregated data.	**S**
Exit Strategy and Sustainability	The project is still in its early days of implementation and so no exit strategy has been developed. The projects sustainability is supported by the strong ownership and clear priority for the GE and the priority of ATR and provinces' mandates for institutionalising and strengthening the RIMBA Corridor. However. despite commitments. efforts and intentions, its likely for maintaining and scaling up project outcomes, the government will require additional external financial support. There is likely to be interest from donors for supporting the future of RIMBA and there are already several ongoing initiatives in this regard.	**ML**
Factors Affecting Performance		

Criterion	Summary assessment	Rating
1. Project inception	The project faced significant delays from approval to implementation, with 5 years from approval before a PCA was signed with an NEA for the project (2016-2021) and a further 3 years before an implementation structure to addressing staffing issues was resolved. An amended PCA with all issues resolved was established in May 2024.	**U**
2. Quality of project management and supervision	Overall good project management at all levels, but with room from some improvements on the ground with regard to coordinating activities being implemented.	**S**
2.1 UNEP/Implementing Agency:	There has been frequent communication and visits by the IA to support the commencement of this project.	HS
2.2 Partners/Executing Agency:	There are regular progress meetings between the EA-PMU-PIU and the PMU-subcontractors. The PMU is based in the EAs offices. Co-ordination between simultaneously implemented work package could be improved and biweekly progress reporting by the PMU to the EA should continue throughput project implementation.	S
3. Stakeholders' participation and cooperation	There has been significant stakeholder engagement over a short time period across the different work packages. across diverse stakeholder groups government and no-government with gender representation and has included (although limited) local and indigenous communities. Ther is however a disconnect between stakeholders and the project, and the intensive engagement across multiple topics has meant that there has been some stakeholder fatigue and confusion observed, especially in government partners. However, generally, stakeholders have indicated a strong support for the project and its objectives.	MS
4. Responsiveness to human rights and gender equality	The project is achieving gender representation at level aligned with the country's gender policy (70%:30%:M:F). It is making effort to ensure Indigenous Peoples interests are considered where appropriate.	S
5. Environmental and social safeguards	The project has been rated moderate risk. Its involvement in supporting relocation activities (provision of settlement information and data and recommendations, only) should be monitored closely and ensure FPIC and other best practices are promoted in all its activities in this regard. No safeguard issues have arisen.	S
6. Country ownership and driven-ness	There is strong indication of the country's ownership and driven-ness of the project's objectives.	S
7. Communication and public awareness	Little work has progressed in this regard by this stage of the project, however work is underway. The project is promoted via the ATR/BPN social media, an inception meeting has been held, a communication officer is in place and project branding and marketing standard operating procedures	MS
Overall Project Performance Rating at Mid-Point	Overall, despite a very slow start and the limited outputs and progress towards outputs and outcomes, it has now accelerated and implementation is progressing. No current major issues were identified but there is room for improving some aspects of project implementation which are presented in the recommendations.	**MS**

B. Lessons learned

Lesson Learned #1:	The value of MTRs can extend beyond their intended purpose by acting

	as a catalyst for projects to improve or strengthen stakeholder relations and to scale up the involvement of women and other vulnerable and marginalised groups, when engagement and involvement has been limited or delayed up to the project's mid-term point.
Context/comment:	The purpose of a mid-term review is to assess the progress of projects against their mid-term targets and milestones, and to ensure they are on track towards meeting their intended outputs and outcomes. MTRs identify early signs of project success or failure and provide recommendations for any corrective actions that may be required. However, given the wide range and number of stakeholder groups that reviewers meet during the review process, MTRs can act as a gateway for project teams to connect with stakeholders if they have had limited prior engagement. Furthermore, findings of the MTR can provide an opportunity to identify key areas where projects should ensure gender and human rights considerations could be strengthened, for example, ensuring women and indigenous communities are included in training and livelihood development, and emphasising the importance of their inclusion in participatory land use planning activities. The RIMBA project's implementation was delayed by many years, which meant that although many stakeholders were somewhat familiar with the project, they did not know the status or even if it was still ongoing. The project manager of the PMU (along with an independent translator for the reviewer) attended all interviews during the review process. While this typically would not occur (to allow for open, candid and confidential discussions), given there was very limited bilateral engagement between the project and stakeholders, and involvement prior, discussions could not centre around their experiences and involvement with the project or the team/executing agency. This meant that conversations were more geared towards the potential role, responsibilities and relevance of the institutions, their interest, willingness and support for the project, potential initiatives for alignment between the institution and project, and to identify mechanisms for continued good engagement and involvement of the institution by the project. Thus, the presence of the PMU manager proved to be very beneficial, both by allowing the project to recap and provide an overview of the project, its objectives and its progress to the stakeholder, and by hearing the answers to the reviewer's questions which were related to the above as well as being pertinent for assessing other MTR criteria, the alignment of the project with country priorities, and the sustainability and impact potential of project outputs and outcomes. In cases where there was prior engagement with the project team, the PMU was asked to leave for a portion of the interview. Ideally, these strategic discussions should be carried out by the project outside the MTR as standard stakeholder engagement by any project, and not as part of the MTR. However, in instances where a project may have had limited engagement and involvement by stakeholders of key individuals or agencies, at the time the MTR, for whatever reason, MTRs can have an added advantage and provide a catalyst, entry point and opportunity for the project to improve and strengthen engagement activities moving forward. Further, as a standard, when carrying out MTR interviews, PMUs/reviewers could consider PMU members being part of some stakeholder interviews if it was felt that it would be beneficial in supporting the project moving forward or, if there has been limited engagement or involvement of the stakeholder prior, if it is felt there would be no impact on the potential openness of discussions

Lesson Learned #2:	**In government executed GEF grants, both first time and recurring grantees, it is important to ensure clear guidelines and alignment between government and UNEP/GEF financial policies and procedures as part of the PCAs to avoid potential implementation delays and impacts on project effectiveness. Particular attention should be paid to how project teams, in particular those based away from EA headquarters (i.e. PIUs), can access funds for implementing activities on the ground.**
Context/comment:	Government financial procedures can often be very bureaucratic, time-consuming with a one-size-fits-all approach, and thus may not always be fit for purpose. Irrespective of this, government agencies must adhere to these procedures as they are administering government funds, and operations are typically not time-bound. Project grants on the other hand are not government funds, and need to be implemented over a set time period. Projects often face delays, or inadequacies, as a result of financial procedures having to follow government processes. For example, as seen in other projects, in instances where external PMUs may be beholden to a procurement process that is bureaucratic, without a clear understanding of the procedure, or a freelancer procurement procedure the same as a commercial entity, or technical proposals being reviewed by committees without the appropriate technical expertise, can all lead to significant delays in onboarding subcontractors, which in turn can cause delays in project implementation and can have a knock-on effect on activities that are dependent on that contract's outputs. This project is being executed by a government agency, which has a specific and separate bank account for the project grant. However, despite this, its adherence to some strict government procedures is impacting the overall efficiency and effectiveness of the project. For example, the inability to provide advances, the strict rules about fuel reimbursements, the requirement for page heavy reports for monthly payments and the unclear guidelines for reimbursement requests. For the most part, this has impacted the PIU teams with teams unable to easily access funds for fuel for example, which is essential in order to get around the provinces to carry out activities. The most significant impact being delaying their ability to meet with stakeholders and properly managing and monitoring subcontractors works, which as a result is currently affecting their involvement and ability to align initiatives and to build and maintain relationships with partners. Although usually PCAs or project documents include appendices related to procurement procedures, often overlooked is how funds will be accessed by field-based project teams. To avoid such issues (or at least mitigate them) in the middle of implementation, a comprehensive project management manual (PMM) addressing financial procedures beyond just procurement, should be drawn up as an appendix to PCAs. These PMMs should include procedures and clear guidelines for financial advances, reimbursements and monthly salary payments to project staff for activity implementation. Furthermore, where EAs are first time recipients of GEF grants they should receive standard training in UNEP/GEF finance and administration procedures to further mitigate any delays in project implementation or accessing funds.

Lesson Learned #3:	**Separating key activities into work packages implemented by subcontracts can have both pros and cons. These cons need to understood fully and managed closely prior to procurement and**

	throughout implementation.
Context/comment:	It is not unusual for projects to identify different work packages or subcontracts to support project implementation. By doing so it enables the specific technical expertise and dedicated time required, that project management may not have, for the necessary activity implementation. Furthermore, it allows several activities to be implemented simultaneously, thereby advancing the project towards outputs more rapidly. This is particularly advantageous when there are significant delays and when the time to complete project activities has been reduced substantially, as is the case of this project. However, this approach is not without some potential drawbacks, which need to be identified from the onset and well managed from the beginning to the end of the procurement and implementation process. For example, subcontracting aspects of project implementation means that the project ultimately relinquishes an element of control over how the activities are implemented, as well as the quality of the outputs/outcomes. Furthermore, if several activities are being implemented simultaneously there is a risk of stakeholder fatigue through multiple requests for meetings by different subcontractors, the potential for misaligned timing of outputs, especially where one subcontract may depend on the output of another, and the potential for subcontracts to work in silos and miss the bigger picture by not coordinating with one another when appropriate. And lastly, different subcontractor types, e.g. whether a private firm or local NGO for example, will have different motivations, employ different approaches and hence could lead to differences in outcomes. The RIMBA project has managed to advance its progress towards outputs in a short-time due to the implementation of project activities through subcontracted work packages. This has clear advantages given the significant delays of the project in getting off the ground. However, many of the drawbacks identified above are evident in their implementation. Review findings suggest that there exists some stakeholder fatigue and engagement shortcomings, misalignment in the timing of outputs, and while some packages are attempting to align activities there is still a limited grasp or integration of activities into the bigger picture and overall objective of the project. Some of these shortcomings could have been mitigated through clearer guidance and expectations, a more staggered approach according to which packages depend on which outputs, and improving some management aspects, for example, facilitating more substantive and proactive cooperation between the work packages as well as reinforcing how individual work packages are linked to the overall objective of the project.

Lesson Learned #4:	**At times, projects will face significant delays. Sometimes these delays are beyond the control of the project and are unavoidable and at other times, hindsight reveals that they may have been avoidable. Regardless, strong dedicated and committed teams, that work together and think outside the box, can overcome barriers and find solutions to advance project objectives.**
Context/comment:	This RIMBA project has faced continuous obstacles and challenges to get off the ground. As a result, it has faced significant implementation delays, with more than 10 years passing since its original kick-off PPG meeting in 2013, its approval only in 2016, its first PCA in 2021 and its current amended one in 2024. For the most part these delays were beyond the control of the project as they resulted from changes in the Indonesian government structure, the dissolvement of an anticipated project support agency, the decision of previously identified executing

	agencies to no longer wanting to assume responsibility, and COVID. Finally, in between 2019-2022, the project sourced an executing agency and a PMU support agency (PSA), and established a PMU and PIU to implement an extensive inception phase that was much needed. However, once this phase was completed and the PMU and PIU ready to be subsumed by the executing agency, a further challenge arose where, due to procedural issues, existing PMU/PIU project staff could not be transferred to government contracts as intended. Although the executing agency was involved in the hiring process and therefore one could expect that such issues could and should have been mitigated, no-one anticipated this nor fully understood the procedural requirements at the time. This led to all entities UNEP (IA), ATR/BPN (EA) and KEMITRAAN (PSA) having to extensively collaborate to find a solution. It is as a result of their willingness and resolve to work together to find a solution, coupled with the dedication and commitment of the PMU and PIU staff, who continued to work and stay onboard the project without receiving salary for a year, that the project was able to seamlessly commence implementation once a solution was found.

C. Recommendations

Recommendation #1:	**Conduct sensitization meetings with the new administration highlighting synergies between the project and its agenda, and capitalize on MTR bilateral meetings with the key Ministries (national and provincial) to ensure buy-in, alignment and state budget allocation across critical spatial planning government actors.**
Challenge/problem to be addressed by the recommendation:	Since the project implementation has only really kicked off earlier this year, to date only one PSC meeting has been held. The review found that despite efforts by the project through its work packages to engage stakeholders, there was room for much improvement, most notably in aligning the project outputs with ongoing complementary initiatives and the national planning cycle. Nearly all government stakeholders met indicated some highly aligned activities being carried out by their institutions and their willingness to support the integration of RIMBA priorities. All also indicated the highly appropriate timing of the project as it currently aligns with their initiatives, but emphasized that there is a brief window of opportunity for this - until the next planning cycle. The current medium-term planning cycle 2025-2027 is currently underway, work is ongoing to align state budget lines with national green economy indicators, the development of a green economy blue print which will be implemented in a pilot site is underway, and in October 2024 the new administration was inaugurated which allows for a 6- month period to set out mandates for their upcoming term. This MTR provided an opportunity for the project management team to reconnect, update and to preliminarily identify areas where the current projects ongoing activities are significantly aligned with many government initiatives, and where there are potential entry points to strengthen the uptake and impact of project outputs. The project team should urgently capitalize on these discussions and ensure further in-depth strategic bilateral discussions with key government partners identified. Critical will be to ensure KSNs and the RIMBA roadmap are

	aligned with national level Green Economy indicators, state budget nomenclature, national and provincial regulations, and institutional roles and responsibilities are clearly defined. In doing so, the practical implementation of spatial plans beyond the project time-frame and sustainability of Project outcomes will be strengthened. Furthermore, since there is a new Administration, there has been, and likely will continue to be some institutional restructuring and new political appointees in key decision-making positions. There is a need therefore for the project to sensitize this new administration to the project's objectives, activities, progress and challenges. A key focus area in this sensitization will be to ensure critical entry points and areas of alignment between the projects objectives and the new administration are identified, understood by all parties and highlighted by the project. Increased and solid political will and support for the activities of the project, and commitment to the continued support of project outcomes, in particular those requiring up-taking beyond the project life-span, will be essential for any successful long-term impacts of the project. These bilateral meetings would benefit from the involvement of an ATR multi-agency liaison officer as identified in the inception report but not yet operational, ats least for the preliminary meetings, to reassure partners that the PMU are acting on behalf of the ATR/BPN and to demonstrate and strengthen inter-governmental links, ownership and driven-ess of the project by ATR/BPN. Such activities would also address ATRs expressed interest in being more actively involved in project activities.
Priority Level:	Critical recommendation
Type of Recommendation	Project Level
Responsibility:	ATR/BPN; PMU; PIU
Proposed implementation time-frame:	Immediate

99. Cross-reference(s) to rationale and supporting discussions:

- Section IV: Strategic Relevance
- Section IV: C Effectiveness- *Progress Towards Outcomes*
- Section IV: H Factors affecting performance- Stakeholders Participation and Cooperation

Recommendation #2:	**Strengthen project management coordination at all levels, paying particular attention to inter-work package management and coordination for improved effectiveness and efficiency.**
Challenge/problem to be addressed by the recommendation:	To address the long delays the project has incurred and thus to expediate the delivery of outputs/outcomes in the remaining time-frame, the project has, and will continue to, outsource many of its activities to national subcontractors. The review however did find that when multiple work packages are implemented simultaneously, some shortcomings were observed. Many of the work packages covering different thematic areas required the same stakeholder groups to be part of the different focus group discussions or meetings over a short period of time. This has resulted in some observed stakeholder fatigue and confusion, as well as inconsistency in the appropriate individuals attending the events. Furthermore, although project management has facilitated connection

	between the work packages, a disconnect between some outputs of the works package and the RIMBA project, and their relationship and ability to temporally align with other work package outputs is also evident. The effectiveness and efficiency of the different subcontracted work packages could be improved through enhanced coordination. For example, more proactive and frequent facilitation of work packages coordination meetings that include all packages, to support linkages with each other and the overall objective of the project and to better streamline stakeholder engagement, would ensure that efforts are multiplied not duplicated. In addition, by considering in advance the alignment and linkages between work package outputs, and staggering their implementation appropriately, would address any issues of work packages being delayed or not aligned with one another as a result of not having the required outputs available from other packages in sufficient time. The implementation of community engagement by subcontractors each with different experiences and motivations, for example a local NGO versus a consultancy firm in Jakarta, can lead to differences in how communities are engaged, which in some occasions could lead to unintended and unfeasible expectations by the communities. For example, a community that was visited during the MTR implied that there was a hope that the project could buy them an ambulance. This is not to say that the subcontractors promised them or implied that this was feasible opportunity, but rather to emphasize that communities' expectations always need to managed carefully, and that ensuring communities and other stakeholders are well-sensitized about the scope and objectives of the Rimba project before being engaged with on specific aspects of the project, would help manage stakeholder expectations. The PIUs, either through work package supervision or conducting the engagement themselves, are well placed to support this project sensitization among local stakeholders. In addition, as per the role and responsibilities to maintain and strengthening relationships with provisional stakeholders, with appropriate monitoring and oversight of the different work packages' implementation on the ground, PIUs could significantly enhance the linkages and consistency between on-the-ground activities. In order to be able to do this however, the challenges with regard to accessing project funds for some field operations must be addressed. Lastly, while there exists good relationships and communication between the PMU and ATR/BPN, with the PMU being housed at the ATR/BPN, communication could be strengthened even more with more frequent updates on progress being provided to the ATR. This could be done, through an email of key bullet points every two weeks. Further, to support the interest ATR has expressed to increase their engagement in project activities, opportunities for their involvement in work package consultations - perhaps even leading some, and on-the-ground activities to increase and support their understanding of the spatial situation across the RIMBA landscape should be capitalized. Making the position of multi-agency liaison officer operational, as identified in the inception meeting, could support this by also being considered the ATR RIMBA focal point for more in depth engagement with the project.
Priority Level:	Opportunity for improvement/Important
Type of Recommendation	Project level
Responsibility:	ATR; PMU; PIU; Implementing partners
Proposed implementation	Now until project end

time-frame:	

100. Cross-reference(s) to rationale and supporting discussions:

- Section IV: C Effectiveness- *Availability of Outputs*
- Section IV: H Factors affecting performance- *Stakeholders Participation and Cooperation*
- Section IV: Factors affecting performance- *Quality of Project Management and Supervision*

Recommendation #3:	**Review and revise as necessary, M&E (GEF Tracking tools) baselines and targets (in particular GIS) to reflect the current context and reality of the RIMBA Corridor landscape, ensuring gender and marginalized groups' appropriate targets are incorporated.**
Challenge/problem to be addressed by the recommendation:	The political context has not changed during the prolonged delay between project inception/approval and its commencement. However, on the ground, significant and rapid changes are observed. While there exist strong regulations for land and forest use, limited capacity- financial and human resources- has meant that monitoring compliance or enforcement on the ground has been limited over the years, which included COVID times when globally, field-based work was generally limited. The RIMBA Corridor comprises large concession areas, which include a large eucalyptus plantation and palm oil plantation. The existence of these has meant that road infrastructure has increased in the RIMBA corridor and the existence of a large palm oil plantation has meant that it is easier for small scale farmers to get their palm oil crops to market than if they were located in a less accessible area with limited access to market. Coupled with the fact that palm oil is a relatively lucrative crop, with multiple harvests a year, easy to harvest and a steady source of good income in comparison to other crops, has meant that the area has seen significant expansion of small-scale palm oil farms. This expansion of small -scale farms is as a result of existing residents changing their land use and expanding, but also from attracting outside migrants to the area, driven by the palm oil opportunities in the region. This change in land use and agricultural expansion has resulted in significant deforestation, population growth and human encroachment across the RIMBA Corridor. These changes in land cover and use over the years are currently being assessed by the project and once finalized, any spatial indicators, baselines and targets, including GEF core indicator targets, should reviewed and revised where required. Since rural women and indigenous are among the most vulnerable, given these changes, especially with regard to migration of people from outside the region to farm land, any revision of indictors should ensure that where appropriate gender and Indigenous People targets are included.
Priority Level:	Critical
Type of Recommendation	Project level
Responsibility:	PMU
Proposed implementation time-frame:	Immediate

101. Cross-reference(s) to rationale and supporting discussions:

- Section IV: C Effectiveness- *Adaptive management*
- Section IV: F Monitoring and Reporting -*Monitoring of Project Implementation*

Recommendation #4:	**As per audit recommendations urgently finalize the Project Management Manual to reconcile state and project budget and administrative processes and procedures in particular to avoid lack of/challenging accessibility to project finances for implementation as a barrier in effectively achieving project outputs and outcomes.**
Challenge/problem to be addressed by the recommendation:	The MTR has found some challenges with regard to the disbursement of project funds for some project activities from ATR (e.g. finances for fuel at provincial level to carry out activities) and the need for some clearer guidelines with regard to ATR requirements for some reporting and/or financial paperwork procedures for the PMU/PIU. Both the Ministry of Finance and the audit report (unverified directly by the reviewer and the reviewer acknowledges there could be some misinterpretation of what they actually said) have stated that for many procedures the project does not need to adhere to government procedures, but rather needs only to adhere to UNEP/GEF financial policy and procedures, since the project is not using any government funds and that already a separate account specifically for RIMBA project funds has been established. The audit management report therefore, advised the development of a project management manual to better align government and UNEP/GEF procedures. Although stipulated in the project's inception report that there has been a project management manual already developed, neither ATR nor the PMU mentioned the existence of one during the MTR but rather both parties indicated their agreement that such a manual is urgently needed. It could be that the project's management manual referred to in the inception report is not fit-for-purpose regarding the current challenges faced (i.e. advances, reimbursement procedures), and rather addresses more typical issues such as procurement guidelines. It is evident however from the MTR that there is an urgent need for this project management manual to be revised/updated. In this regard, the most important aspect according the reviewer is that it provides clear guidance to the PMU/PIU of the requirements for project operational funds' disbursement and accessibility for operations and implementing activities on-the ground, to remove potential barriers that will affect the overall effectiveness and efficiency of the project.
Priority Level:	Critical
Type of Recommendation	Project-level
Responsibility:	ATR/BPN
Proposed implementation time-frame:	Immediate

102. Cross-reference(s) to rationale and supporting discussions:

- Section I Project challenges and revisions
- Section IV E Efficiency

Recommendation #5:	**Review and revise as necessary demonstration sites and activities to ensure strategic, on-the-ground GE success stories are demonstrated, in particularly linking them to reward/ incentives for persevering existing forest remnants and ensuring benefits for women, indigenous people and other marginalized or vulnerable groups.**
Challenge/problem to be addressed by the recommendation:	As a result of prolonged delays, local stakeholders can become frustrated with a perceived lack of progress. It is important therefore that long gaps, or absences in visibility, are avoided to maintain local government and community engagement, interest and support in projects. In such instances, where possible, opportunities to generate small tangible benefits should be identified, or at the very least visibility

	maintained, by providing regular updates etc. Opportunities for enhancing benefits that ensure appropriate gender balance and include benefits to indigenous people and other marginalized groups should be promoted. Such an approach has multiple benefits including helping to build relationships further, keeping communities and local government partners engaged and aware, mitigating any potential frustrations and conflict as a result of long delays in implementation, ensuring project benefits are equitable, and promoting the eventual up take of the project's outputs and outcomes. During the MTR, it was apparent that many of the critical issues and priorities expressed by provincial and/or district offices were highly aligned with existing planned project activities, for example, elephant conflict with farmers and the need for corridors and peatland fires. In addition, the community visited as part of the MTR proudly showed off the remnants of a preserved forest they have been protecting from encroachment and fire. However, they made it very clear as their village population grows and along with increasing economic demands the temptation for palm oil farming remains high, and there is a need to demonstrate benefits from preserving forests rather than clearing them for palm oil plantations. The project has already identified several demonstration green economic development activities in its project design, and at a general level these continue to remain valid. However, given the changing situation on the ground and the increased challenges and threats, the project would benefit from strategically thinking where some fast-gains and low hanging fruit on-the-ground green economy success stories that provide benefits could be demonstrated. Benefits from demonstration sites should go beyond the development of documents or training opportunities (although this is also a key benefit) but also include more tangible benefits that are clearly aligned with the priorities of the local stakeholders, while at the same time being aligned with the project's results framework and budget. For example, it may not make sense to carry out restoration in areas where clearly the communities have already, and it seems likely will continue to expand their small-scale farms for palm oil plantation, but rather to reward or provide additional support (in terms of tangible benefits, equipment, training, livelihood development etc.) to Districts/communities who thus far have managed to, or are making concrete efforts to, preserve forests or carry out more sustainable land use in their district/village lands. It is clear that across the corridor competing with alternatives land uses to palm oil production may be challenging and so as a first step, seeking ways to encourage the preservation of current existing forest fragments or supporting existing sustainable land use initiatives, as demonstration sites, would be a quicker and more successful route to showcase local green economic benefits, initially. A rapid review of planned activities and locations, to see where there is scope for fast demonstration of success stories linked to local government and community priorities, would not only advance the projects objectives, but would help manage any expectations and potential frustrations as a result of delays and would allow for the quick demonstration of benefits that can be showcased to other villages and districts within the projects time-frame.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project level

Responsibility:	ATR, PMU, PIU
Proposed implementation time-frame:	<6months

103. Cross-reference(s) to rationale and supporting discussions:

- Section IV C Effectiveness- *Adaptive Management*
- Section IV C Effectiveness- *Likelihood of Impact*

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 8: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
	Xxx	Xxx

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Table 9: People consulted during the Review

Organisation	Name	Position	Role in the project	Gender
UNEP	Kavita Sharma	Task Manager	Day-to-day oversight of project	F
	Peerayot Sidonrusmee	Programme Assistant	Assistant to Task Manager	M
	Paul Vrontamitis	Fund Programme Management Officer	Oversight of adherence to UNEP/GEF financial procedures and policies	M
	Nico Barlev	Programme Management Officer Indonesia	In country project support	M
PMU	Barano Siswa Sulistyawan	Project Manager	Project management & coordination	M
	Iman Soedradjat	Co-team leader	Co-project management and coordination	M
	Yus Santoro	Finance Manager	Financial reporting and management	M
	Nurul Dita Nadhilah	Admin officer	Administrative support	F
	Rafita Hesti Mubarok	Finance Officer	Financial management support	F
	Eka Rianta	GIS officer	Technical support	M
	Syane A Luntungan	Communications Officer	Technical support	F
PIU	Haryono Mohammed	Coordinator	Riau Province	M
	Rusmawaty	Admin and Finance	Riau Province	
	Dudi Rufendi	Coordinator	Jambi Province	M
	Novita Sari	Admin and Finance	Jambi Province	F
	Hendri Matias	Coordinator	Western Sumatra Province	M
	Aktivia Meigawati Sijabat	Admin and Finance	Western Sumatra Province	F
	Zewen Juanto	Coordinator	Merangin District	M
ATR/BPN	Dwi Hariyawan	Director General of Spatial Planning	Executing Agency	M
	Drs. Pelopor	Acting Director of National Spatial Planning/RIMBA Project Director	Executing agency/Rimba ATR Secretariat	M
	Chriesty E. Lengkong	Head of Admin and finance Rimba project administration secretariat		F
	Amelia Novianti	Head of Sub-directorate KSN III/ supervisor WP 2,4,6a,6b, 7, 10		F
	Galuh Aji Niracanti	Head of Sub-directorate KSN III supervisor WP 3&9		F
	Cut Myra Sukmawati	Head of Sub-directorate NSP/ supervisor WP 5		F
	Mersi Ayu Desinderella,	Assistant supervisor Work package 11		F

Organisation	Name	Position	Role in the project	Gender
ATR/BPN	Slamet Riyadi	Treasury for payment		F
	Fahmi Izazi	Assistant Administration Rimba project administration secretariat		F
	Ir. Prawira Nirwansyah	Sub directorate/ WP assistant		F
	Fresly Willyater Panjaitan	Sub directorate /WP assistant		M
	Elin Pike Rusadhi	Sub directorate /WP assistant		F
	Riski Sriwijayati	Sub directorate /WP assistant		F
	Farishi Syahibal Kautsar	Sub directorate /WP assistant		F
KEMITRAAN	Hasbi Berliani	Program Director	PMU support agency	M
	Budi Setiawan/ Noviani Utami	Head of Finance and Grants		M
Gadjah Mada University (GMU)	Prof. Ir. Bakti Setiawan	Coordinator	Implement Work package 1: RIMBA roadmap; spatial planning analysis and GE capacities	M
	Yosi Mutiarni	Project Assistant		F
	Santi Kumala Sari	Admin Assistant		F
PT Wahana Reka Tekindo (WRT)	Aan Ansen	Team Leader	Implement work package 11: M&E, GIS and KMIS database development	M
	Ridwan Zulkifli	Software Engineer		M
	Yuli Inmaryo	Knowledge Management System Expert		M
	Juhans	GIS Specialist		M
	Tri Rano	urban and regional planning expert		M
PT Tigacakra	Lutfhi Ahmad Barwanto	Urban Planner Expert	Implement work package 10: Regional Planning and development	M
	Gatot Subroto	Team leader		M
	Puput Febrianto	Environment specialist		M
	Firkan Maulana	Social expert		M
	Iman Nurjaman	Assistant urban Planner		M
	Satria*	Project assistant		M
Sepuluh Nopember Institute of Technology (ITS)	Prof. Adjie Pamungkas	Team Leader	Implement work package 5: RIMBA corridor delineation and KSN proposal	M
	Dian Saptarini	Biological/ecological expert		F
	Muhammad Rafsan	GIS assistant		M
	Danang Adi Ristanto	GIS assistant		M
PT Denaya Loka Konsultindo (DLK)	Lilik Ariadi	Team Leader	Implement work package 2: Technical material preparation for Bukit Batabuh KSN	M
	Nila Ardhyarini	Environmental Expert		F
	Rizal Imana	Environmental Assistant		M
	Ms. Nadhya	Spatial Planning Expert)		F
	Mr. Farhan	Spatial Planning Assistant		M
	Mr. Gibran	GIS specialist		M
	Mr. Novi	Management		M

Organisation	Name	Position	Role in the project	Gender
World Resource Institute	Dewi Sari	Director	Implement work package 4: Stakeholder attitudes and Payment for water	F
PT Studio Cilaki	Hadi Nurcahyo	Team Leader	Implement work package 3: Technical material preparation for Berbak NP and Bukit Tigapuluh NP KSN	M
	Ira Ira-Wati	Environmental Expert		F
Low Carbon Development Initiative Programme	Arnold Sitompul + 3 staff	Team Leader	Potential co-financer/ partner	M +1M:2F
Ministry of National Development Planning - Directorate for Environmental Affairs	Pryanto Rohmattullah + 3 technical staff	Director	Collaborating partner	M +(2M:1F)
Ministry of Coordinating for Economic Affairs	Marcia Asdep +4 Staff	Assistant Deputy of Spatial Planning	Collaborating partner	F + (1M:3F)
Deputy for Regional Development, Ministry of National Development Planning/National Development Planning Agency of the Republic of Indonesia	Uke Mohammed Hussein + 3 staff	Director	Collaborating partners	M + (3M)
Directorate General of Natural Resources and Ecosystem Conservation, Ministry of Environment and Forestry	Dewi Kasubdit +7 Staff	Head of sub-directorate	Collaborating Partners	F + (5M:2F)
Director of Species and Genetic Biodiversity Conservation, , Ministry of Environment and Forestry	Ibu Badiah + 1 Staff	Head of sub-directorate	Collaborating Partners	F (1M)
Directorate General of Regional Development, Ministry of Home Affairs	Pak Hadi +2 staff	Deputy director of regional development	Collaborating Partners	M +(2F)
Deputy for Environmental and Forestry Management Coordination, Coordinating Ministry for Maritime Affairs and investment	Sugeng Harmono	Assistant Deputy for Forestry Planning and Environmental Management	Collaborating Partners	M

Organisation	Name	Position	Role in the project	Gender
Jambi Provincial Regional Development Planning Agency (BAPPEDA)	Agus Sunaryo + 3 staff	Head of BAPPEDA	Collaborating Partner	M +(3M)
Institute for Research and Community Service, University of Jambi	Asmadi Saad +7 technical team	Team Leader	Implementing Partners	M +(5M:2F)
ATR/BPN Regional Office	Agustin Samosir, + 4 staff	Director of regional spatial planning	Regional Executing agency	M+ (4M)
Jambi Provincial Forestry Service	Ahmad Bestari +2 staff	Head of the Forest Service	Collaborating Partner	M +(2M)
Jambi Natural Resources Conservation Centre	Teguh Kasubag	Head of Subdivision	Collaborating Partner	M
Berbak-Sembilang National Park	Edward Hutapea +2 Staff	Head of Berbak-Sembilang National Park	Collaborating Partner	M+ (1M:1F)
Jambi Provincial Environment Agency	Lindawati, S.Pt, M.Si+3 staff	Head of Environmental management division	Collaborating Partner	F +(3M)
Jambi Provincial PUPR Office	Wahyudi Yosa +3 staff	Head of Programs +	Collaborating Partner	M+(2M:1F)
Pundi Sumatera, KK Warsi, Mitra Aksi (KRIS)	Pak Dewi +7 team members	Team leader	Collaborating Partner	F +(6M:1F)
Tanjung Jabung Timur Forest Management Unit (FMU) Unit XIV	Muhaimin Izzudin + 3 staff	Head of FMU	Collaborating Partner/Beneficiary	M+3M
Tanjung Jabung Timur Regency Environmental Agency	Sek Dis	Environment Secretary,	Collaborating Partner/Beneficiary	M
Regional Development Planning Agency of Tanjung Jabung Timur Regency	Achmad Eko Kartika +1 staff	Head of Planning and Evaluation Division	Collaborating Partner/Beneficiary	M +(1F)
Pandan Sejahtera Village Government and fire care community group	Pak Purwadi + 5 staff i	Village head	Beneficiary	M+(1M:4F)
Pandan Sejahtera fire care community group	Pak Suwarno +11 members	Head of fire care community	Beneficiary	M +(10M:1F)
Pandan Sejahtera Farmer group	Pak Asmuri +8 members	Chairman of farmer group	Beneficiary	M+ (5M:3F)
Pandan Sejahtera village community	Sri Poniyem; Slamet Irawan; Nur Aini; Ahmad Mukhlas	Community members	Beneficiary	2M:2F
PT. Wira Karya Sakti (WKS)	Pak Haris	Staff of Public Relation Division	Collaborating partner	M

Organisation	Name	Position	Role in the project	Gender
Kerinci District Planning Board Research & Development	Tommy Rakasiwi	Head of Physical and Infrastructure Division	Collaborating partner	M
PT Royal Lestari Utama/PT Lestari Asri Jaya	Joko Sarjito +1 staff	CEO	Collaborating partner	M+(1M)
Bukit Tigapuluh National Park	Gebyar Andyon +2 staff	Head of Bukit Tigapuluh National Park Management Authority	Collaborating partner/Beneficiary	M+(2M)
Muaro Jambi Regency Regional Development Planning Agency	Budi Setiawan	Head of Economics Division	Collaborating partner/Beneficiary	M
Merangin Regency Regional Development Planning Agency	Andi Wijaya +1 Staff	Head of Economic Development Planning Division	Collaborating partner/Beneficiary	M+(1M)
Muaro Jambi Regency Environmental Service	Evi Syahrul	Head of Muaro Jambi District Environmental Services	Collaborating partner/Beneficiary	M
Merangin Regency Environmental Service	Sjafrani	Head of Merangin District Environmental Services	Collaborating partner/Beneficiary	M
Total Groups				**Total individuals (M:F)**
45				**173 (116/57)**

ANNEX III. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- RIMBA Project PIF
- CEO Endorsement Request
- UNEP Project Document: Strengthening forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based emission reductions plus Appendices
- Revised workplans and budgets
- GEF and STAP Reviews
- PIRs, 2022, 2023, 2024
- Half yearly Reports 2022 and 2023
- 19 x UNEP TM mission reports 2011-2024
- ATR PCAs (original and Amended) + Annex 1-3
- KEMITRAAN PCA +Appendices 1-18
- ATR: QERs Q4 2022-Q2 2024; Funds Transfer Remittances; CARs;
- KEMITRAAN SSFA QER Q3 2201-Q4 2022; Q1-4 2023; Funds Transfer Remittances; CARs; Audit report and management
- KEMITRAAN (under amended PCA) Funds Transfer Remittance

Project outputs – Overall

- Inception report- March 2023
- Work package 1-12 meeting minutes
- Spatial and land cover change maps (Annex XIII)

Reference documents

- UNEP Evaluation office MTR tools and templates
- Long-term national development plan (2005-2025)
- The National medium term development plan (2020-2024)
- Green Economy Index A Step Forward to Measure the Progress of Low Carbon and Green Economy in Indonesia-BAPPENAS
- https://greengrowth.bappenas.go.id/en/indonesia-launches-green-economy-index-to-measure-sustainable-development-transformation/

ANNEX IV. REVIEW ITINERARY

TIME	Institution/Agency	Person(s) met
Saturday, Sunday October 12,13		
	Travel Malaga to Jakarta	
Monday, October 14, 2024		
08.30 – 13.00	Rimba project PMU and PIUs	Barano Siswa Sulistyawan; Iman Soedradjat + 12
14:00-17:00	Acting Director of National Spatial Planning and ATR/BPN RIMBA Secretariat	Drs. Pelopor; Chriesty E. Lengkong; Amelia Novianti; Cut Myra Sukmawati; Mersi Ayu Desinderella
17:00-18:00	ATR/BPN Director General of Spatial Planning	Dwi Hariyawan
Tuesday, October 15, 2024		
10.00 – 11.00	UN Environment programme Indonesia	Nico Barlev
13.00– 14.00	LCDI Secretariat, Ministry of National Development Planning/National Development Planning Agency of the Republic of Indonesia	Arnold Sitompul + 3 staff
17:00-18:30	Director of the Environment/ Directorate of Environment, Ministry of National Development Planning/National Development Planning Agency of the Republic of Indonesia	Pryanto Rohmattullah + 3 technical staff
Wednesday, 16 October 2024		
09.00 – 10.:45	Directorate General of Natural Resources and Ecosystem Conservation, Ministry of Environment and Forestry	Dewi Kasubdit +7 Staff
11:45 – 12.45	Deputy for Regional Development, Ministry of National Development Planning/National Development Planning Agency of the Republic of Indonesia	Uke Mohammed Hussein + 3 staff
13:45 – 15.00	Directorate of Spatial Planning, Coordinating Ministry for Economic Affairs	Marcia Asdep +4 Staff
Thursday, October 17, 2024		
10.00 – 12.00	Director of Species and Genetic Biodiversity Conservation	Ibu Badiah + 1 Staff
14:30-16:00	Directorate General of Regional Development, Ministry of Home Affairs	Pak Hadi +2 staff
Friday, 18 October 2024		
09.00 – 10:00	Coordinating Ministry for Maritime Affairs and investment	Sugeng Harmono
14:00	Fly Jakarta to Jambi	
Monday, October 21, 2024		
8:30-9:45	Jambi Provincial Regional Development Planning Agency	Agus Sunaryo + 3 staff
10:00-11:00	Jambi Provincial Forestry Service	Ahmad Bestari +2 staff
11:15-12:50	Jambi Natural Resources Conservation Centre	Teguh Kasubag
13:30-15:30	Institute for Research and Community Service, University of Jambi	Asmadi Saad +7 technical team
16:00-17:00	Regional Office of the National Land Agency of Jambi Province/ Regional ATR/BPN	Agustin Samosir, + 4 staff
Tuesday, 22 October 2024		
08.30 – 09.30	Jambi Provincial Environment Agency	Lindawati, S.Pt, M.Si+3 staff

09.45 – 11:00	Jambi Provincial PUPR Office	Wahyudi Yosa +3 staff
11.30 – 13:00	Berbak Sembilang National Park Centre	Edward Hutapea +2 Staff
14:30 – 16:50	Sumatra Jungle Consortium (KRIS)	Pak Dewi +7 team members
Wednesday, October 23, 2024		
09.30 – 11:00	Tanjung Jabung Timur Forest Management Unit (FMU) Unit XIV	Muhaimin Izzudin + 3 staff
11:30 – 11.40	Tanjung Jabung Timur Regency Environmental Agency	Sek Dis
12:00- 13.00	Regional Development Planning Agency of Tanjung Jabung Timur Regency	Achmad Eko Kartika +1 staff
14:30 – 17:00	Pandan Sejahtera Village Government and fire care community group	Pak Purwadi + 5 village council ; Pak Suwarno +11 community fire members; Pak Asmuri +8 farmer group members; Sri Poniyem; Slamet Irawan; Nur Aini; Ahmad Mukhlas-community members
Thursday, 24 October 2024		
08.30 – 09.30	*PT Alam Bukit Tigapuluh - appropriate person no show*	Secretary
10.00 – 11.00	*PT Wira Karya Sakti - appropriate person no show*	Pak Haris
13.00 – 14.00	PT Royal Lestari Utama/PT Lestari Asri Jaya	Joko Sarjito +1 staff
Friday, 25 October 2024		
08.30 – 09.30	Bukit Tigapuluh National Park	Gebyar Andyon +2 staff
09.30 – 10.30	Muaro Jambi Regency Regional Development Planning Agency (remote meeting)	Budi Setiawan
10.30 – 11.30	Merangin Regency Regional Development Planning Agency (remote meeting)	Andi Wijaya +1 Staff
11.30 – 12.30	Regional Development Planning, Research and Development Agency of Kerinci Regency (remote meeting)	Tommy Rakasiwi
13.30 – 14.30	Muaro Jambi Regency Environment Agency (remote meeting)	Evi Syahrul
14.30 – 15.30	Merangin Regency Environmental Agency (remote meeting)	Sjafrani
Monday, October 28, 2024		
08.00 – 12.00	PMU ATR Mission debrief (Hybrid)	ATR/BPN; PMU;PIU; UNEP
PM	Depart Indonesia	

ANNEX V. PROJECT BUDGET AND EXPENDITURES

In text table 3a and b.

ANNEX VI. FINANCIAL MANAGEMENT

Table 10: Financial Management

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		**S**	
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No	Although some issues arose prior and there was a delay in QERs, all QERs are now up to-date
2. Completeness of project financial information:			
Provision of key documents to the reviewer (based on the responses to A-H below)		**MS**	Although delays in carrying out an audit and providing co-financing reports, these have now been received. An inventory report has still yet been received and planned co-financing as a result of the project delays and changes in contexts needs revision
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Both project costs and cofinance tables by budget lines at design were provided but co-financing tables need revision.
B.	Revisions to the budget	Yes	1 revision -redistribution of budget among the two EAs, according amended PCA in May 2024
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Original and amended PCAs available
D.	Proof of fund transfers	Yes	Documentation of fund transfers provided
E.	Proof of co-financing (cash and in-kind)	Yes	Co-financing reports provided
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	No	No summary report provided, but quarterly expenditure reports provided and summary created during MTR
G.	Copies of any completed audits and management responses *(where applicable)*	Some	Yes, but only for the SSFA. Although completed, audit reports were not available at the time of the MTR
H.	Any other financial information that was required for this project (list): Inventory reports	NO	Still outstanding
3. Communication between finance and project management staff		**HS**	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Given the significant administrative issues the project faced there has been significant awareness of the projects financial status
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	Expenditure reports have been delayed however QERs have been caught up and an audit has recently been completed.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	In response to the NEA request for assistance given major issues in

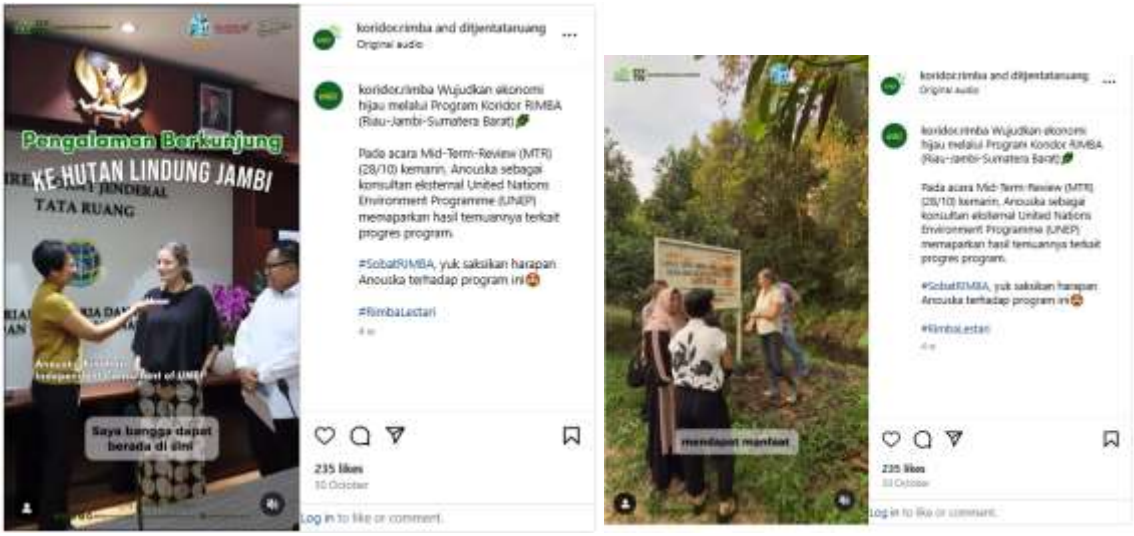
		financial reporting and implementation of the project after the original PCA, the FMO and TM provided in country training on financial management to the NEA and PMU support agency. IN addition, a resolution was found regarding PMU salaries, a challenge which was significantly delaying project implementation.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	The UNEP Nairobi based finance team and the Bangkok based programme team have a regular once weekly portfolio review meetings and at times one or more additional bilateral discussions per week on pertinent/urgent project items
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	S	All requests were addressed in a timely fashion
Overall rating	**S**	The project has faced significant administrative issues since its original PCA in 2021, including lack of financial reporting. Through the support of UNEP TM/FMO and the amendment of the PCA, these issues have been addressed and the project is moving forward in a positive direction, with all required QERs received. Although delayed an audit report has been completed, co-financing reports provided. Some minor issues outstanding such as inventory report and revising the planned co-financing, both of which the project is actively trying to resolve.

ANNEX VII. COMMUNICATION AND OUTREACH TOOLS

i. Examples of a RIMBA social media posts on ATR/BPM Instagram
https://www.instagram.com/ditjentataruang/



ii. Link to instgram video about the MTR
https://www.instagram.com/reel/DBvnBrRy8o-/?utm_source=ig_web_copy_link





iii: Examples of MTR review debrief slides

















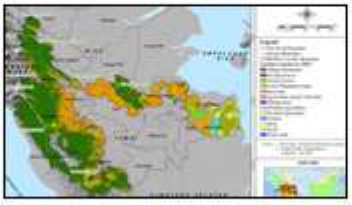














ANNEX VIII. BRIEF CV OF THE REVIEWER

Name Anouska Kinahan

Profession	Independent Consultant
Nationality	Irish
Country experience	• Europe: Mediterranean Sea (21 countries +EU), Albania, Cyprus, North Macedonia, Ireland, UK • Africa: South Africa, Zambia, Ethiopia, Tanzania • Americas: Peru, Colombia, Guyana, Suriname, French Guiana, Antigua & Barbuda; Dominica; Caribbean region • Asia: Indonesia, southeast Asia, Maldives, Thailand • Oceania: Papua New Guinea, Palau
Education	• PhD ecology Trinity College Dublin, Ireland, 2001 • BSc (hons) Zoology, Glasgow University Scotland, 1998

Short Biography

Ms. Anouska Kinahan PhD is an independent consultant (www.akconservaitonconsulting.com). A multidisciplinary background, Anouska merges 17 years' practical experience in protected areas, biodiversity conservation and ecosystem management, business and sustainable financing, climate mitigation and adaption, and community conservation, with 20 years research across five continents. Prior to working as an independent consultant, she spent 12 years as a technical advisor for an international NGO, residing for extended periods in developing countries providing technical guidance to governments across Africa, and South America/Caribbean. She is experienced in all aspects of project cycle management, evaluation methods and adaptive management, as well as in grant writing, securing funding, implementing and co-managing large bilateral projects including leading the development of their monitoring and evaluation programs. She is an experienced reviewer of policies, programs, projects, plans, publications, institutional systems and processes, and grant applications. Her experience in bilateral project development and practical implementation means that she has a keen eye for detail while critically assessing the overall picture with conservation impact and outcomes in mind. She has significant experience in building capacity in, and supporting the development of, biodiversity-related institutions and governments staffs' technical skills and behavioral competencies in monitoring and evaluation methods. She established, managed and guided the strategic direction of a Planning, Projects and Monitoring and Evaluation Department for a newly established government agency responsible for the country's Protected Areas System. Contracted under a number of UN agency-GEF financed projects, she is highly familiar with UN, and GEF values, goals and modalities. Her wide range of biodiversity and ecosystem management technical skills, coupled with her diverse practical and sustainable financing experience, enables her to understand how to maximize project efficiency without jeopardizing project effectiveness, which she applies to all her reviews ensuring that conservation strategies and projects are relevant, measurable, inclusive, adaptive and sustainable.

Key specialties and capabilities cover:

- Institutional strengthening for effective biodiversity management
- Strategic planning for conservation organizations & PA systems
- Project/ programme design, management, monitoring & evaluation
- Protected area design, management, monitoring and evaluation
- Business and sustainable finance planning for PA's
- Workshop methodology & Facilitation
- Stakeholder Engagement
- Applied Research & ecological monitoring

Selected assignments and experiences
Independent reviews/evaluations:

- Mid-term review GEF project Indonesia
- Mid-term review GEF project Maldives
- Mid-term review GEF project N. Macedonia
- Mid-term review GEF project Palau
- Mid -term review of Shell Beach Management Plan
- Mid-term review of Kanuku Mountains Management Plan
- End review Guyana's National Protected Areas Strategy
- IUCN BIOPAMA grant reviewer
- Article reviewer of several peer-reviewed scientific journals

Other selected assignments

- Biodiversity Conservation Policy landscape analysis and recommendations for the Caribbean
- GEF PIF development and Prodoc backstopping support
- Post 2020 Strategy for Marine Protected Areas and Other Effective Area-based Conservation Measures in the Mediterranean -adopted (21 countries +EU) by Barcelona Convention during COP 22.
- A National Protected Areas System Plan for the Commonwealth of Dominica 2021-2031.
- Shekerley Mountains Management Area Management Plan 2020-2025
- Guyana's National Protected Areas System Strategic Plan 2019-2025
- Wildlife Conservation and Management Commission Strategic Plan 2018-2028
- Protected Areas Commission Strategic Plan 2016-2020
- National Level Financing Strategies for Antigua and Barbuda's Protected Areas System 2020-2030
- A Business and Sustainable Financing Plan for Bale Mountains National Park.
- National level indicators and standards for Antigua and Barbuda's protected areas system plan
- Prefeasibility assessment of taxes levies and fees from the extractive industry and tourism sector to finance PNGs PAs
- Communication Strategy and Action Plan Development
- Integrating the environment into One Health in South east Asia

ANNEX IX. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Mid-Term Review of the UNEP project

"Strengthening forest and ecosystem connectivity in RIMBA landscape of central Sumatra through investing in natural capital, biodiversity conservation, and land-based emission reductions ('RIMBA project')", GEF ID 5285

Section 1: PROJECT BACKGROUND AND OVERVIEW

(This section describes what is to be reviewed. Key parameters are: project timeframe, funding envelope, results framework and geographic scope)

1. Project General Information

Table 1. Project Summary

(This is a generic table to summarise a project. Integrate the information below with the standard 'project summary' table of the relevant donor e.g. Adaptation Fund, GCF, GEF).

UNEP PIMS ID/SMA[2] ID:	86376	Grant ID[3] (if applicable):	S1-32GFL-000702
UNEP Management (Division/Branch/Unit):	Ecosystems Division / Biodiversity and Land Branch / GEF Biodiversity and Land Degradation Unit		
Implementing Partners:	Ministry of Land Affairs and Spatial Planning/ National Land Agency		
Sources of Funding:	*Country[4](ies):* **Indonesia**	*Institution[5] Name/Type* ***Government***	
Relevant SDG(s):	Sustainable Development Goals (SDGs) of the UN 2030 Agenda for Sustainable Development (2015), particularly: SDG 1 (No Poverty) , SDG 2 (Zero Hunger) SDG 5 (Gender equality) SDG 6 (Clean water and sanitation), SDG 9 (Industry, Innovation and Infrastructure) and SDG 12 (Responsible consumption and production) 1-		
MTS (all that apply):		UNEP approval date:	30 June 2021
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):*	*POW Direct Outcome: N/A*	MTS 2025 Outcome(s) number/reference *(applicable for projects approved*	*MTS 2025 Outcome: N/A*

[2] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

[3] For example, ID references from EC, IKI, UNDA, Adaptation Fund, GCF.

[4] Where applicable, list countries who have provided project funds and/or co-finance.

[5] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund; Other.

OR POW Output(s) number/reference *(applicable for projects approved pre-2022)*	*POW Output: (iii) Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas and (iv)*	*from 2022):* **OR** POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):*	*POW Expected Accomplishment: (iii) Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas and (iv) Increase in territory of land and seascapes that is under improved ecosystem conservation and restoration*
Sub-programme:	Ecosystems Management	Programme Coordination Project:	*Conservation, Restoration and Sustainable Use of Biodiversity*
Expected start date:	1 August 2016	Actual start date:	13 September 2021
Planned completion date:	30 June 2027	Actual operational completion date:	30 June 2028
Planned total project budget[6] at approval:	USD 9,431,763	Actual total expenditures reported as of [date]:	USD 64,615.86
Planned Extra-budgetary Funds[7]:	*Cash:* USD 34,012,802	Secured Extra-budgetary Funds:	*Cash:*

[6] Total budget may include; Regular Budget, Environment Fund, Extra-Budgetary, including 'softly-earmarked' etc.

[7] Extra-budgetary funds may include co-finance (cash/in-kind)

	In-kind:		*In-kind:* *No* co-finance report for RIMBA
	USD 6,628,070	Actual Extra-budgetary Funds expenditures reported as of 31 December 2023:	*Cash: No* co-finance report for RIMBA
First disbursement:	USD 150,000	Planned date of financial closure:	*Estimated 1 year after operational completion.* 30 June 2029
No. of formal project revisions:	1	Date of last approved project revision:	5 Apr 2024
No. of Steering Committee meetings:	2	Date of Last Steering Committee meeting:	Feb 2024
Mid-term Review/ Evaluation *(planned date):*	15 July 2024	Mid-term Review/ Evaluation (actual date):	
Terminal Evaluation *(planned date):*	30 December 2028	Terminal Evaluation (actual date):	
Coverage – Implementing Country(ies):	Indonesia	Coverage – Implementing Region(s):	Asia
Dates of previous project phases:	N/A	Status of future project phases:	N/A

2. Project Rationale

[Describe project context and justification]

There are two Focal Areas and one integrated MFA program within GEF 5 where the RIMBA Project is expected to deliver Global Environmental Benefits. These are in the areas of Climate Change Mitigation, Biodiversity Conservation and Sustainable Forest Management. Each of these Focal areas does not stand alone but are integrated within the context of Sustainable Development, a theme which has received even greater emphasis in GEF 6. The Project described below provide interventions which are designed to contribute significantly to each of these GEBs and to assist in building the natural capital upon which a transition to a Green Economy can occur as the basis for a sustainable development pathway in accordance with the Sumatra Spatial Plan. The baseline data presented above detail how the recent history of change in Sumatra has contributed to Indonesia becoming a leading contributor to the climate change driver of GHG emissions from LULUCP and how the loss of biodiversity through forest conversion and degradation has reduced the capacity of the landscape and its environment to support sustainable livelihoods.

The history of the development and policy conformity of the RIMBA Project is presented in Section 2.1.2. The reason for this GEF-Project focus is the strategic nature of the central Sumatra region to the conservation of biodiversity and forest ecosystem services, as well as the reduction of land- and forest-based carbon emissions on the future of the Island as a whole. In 2010 the Ministry of Public

Works identified the RIMBA Corridor as the first area within the developing Spatial Plan to undertake the essential practical activities that would determine how the plan would be implemented island wide. In making this recommendation, the Ministry recognized the importance of the area for conservation and biodiversity, but also the immediate threats to further forest and peatland fragmentation associated with the expansion of estate crops, the potential for mining, and the key role this part of Sumatra would play as national transport infrastructure was being planned. Recognising these challenges, the provinces of Jambi and West Sumatra showed early interest in working on the Project while the Province of Riau was also included because of the severity of the challenges to forest cover and peatlands in that Province and also the cross-boundary distribution of important conservation areas. The attraction of an east-west corridor from lowland peats to uplands protecting major river systems and their water supplies was complemented by the realization that three strategic national parks provided the core of the forest vegetation and natural habitat. When other less well protected conservation areas were added in, there was potential to address questions of protection for large roaming species notably tigers and elephants that were increasingly damaging human settlements as their natural habitat became fragmented, and the critical issue of ensuring the integrity of the watersheds of the most important rivers in Sumatra and their ability to sustain ecosystems services and to continue to deliver environmental goods as natural capital. In terms of the national efforts to reduce GHG emissions the RIMBA area provides a laboratory for behaviour change towards the use of fire in peatlands as well as protection of its vital hydrological functions that will need to occur if Indonesia is to have any chance of achieving its reduction targets in *Land Use and Land Use Change in Forests* (LULUCF).

The vision for the RIMBA Corridor Project is for a region where a more equitable sustainable development model underpins the implementation of economic strategies based on low carbon initiatives and a focus on how land is used, rather than whether the land falls into one or other land use category. Green Economy is therefore based on a smart approach to growth which minimises waste of forest, land, and water resources – including their interlinkages in a landscape context, maximizes efficiency, maximizes carbon recycling, and maximizes equity of stakeholder groups in the development process. The vision of the RIMBA Project therefore seeks to use green economy principles in land valuation (Appendix 19) and to apply land assessment models which more effectively consider all the values of land and not just those set by markets (Appendix 20). The approach to land allocation which needs to be embedded in spatial planning activities in the RIMBA Corridor, and which will be facilitated by this Project is the need to respect the multiple values of land, and in production landscapes to ensure that the design of land development and new infrastructure is in harmony with adjacent land uses (including protection and conservation). At the broader scale approaches to improving forest connectivity follow the Spatial Plan which stipulates the retention of 40% forest cover based on each ecosystem. This guideline opens up a number of other considerations which could provide incentives to land users to favour natural biodiversity, retain forest areas of high value including river banks and focus on economic timber crops such as oil palm, rubber and acacia pulp plantations as part of forest landscapes that retains multiple uses and continues to provide ecosystem services.

In broad terms the approach which this Project will take to facilitating sustainable development of land and forest resources in the RIMBA Corridor will:

- Involve broad multi-sector partnership building
- Optimize multiple land uses in order to maintain biodiversity, reduce emissions and restore forest;
- Apply the principles of Green Economy to enhance natural resources and to provide the vehicle through which sustainable development can be achieved.
- Establish a sustainability framework to manage resources from the perspective of their “natural capital” in the RIMBA Corridor
- Develop and apply a monitoring and evaluation system which will show progress in landscape environmental indicators

The challenges which the RIMBA Project faces in implementing its vision are very significant. The challenges stem not only from the conceptual and technical issues which will require a strong focus on institutional and personal capacity building; but also because of the need for governance solutions to multi-sectoral issues and the importance of building and sustaining common objectives towards

the RIMBA Corridor among three levels of government. Despite the ambition of the task, the challenges of the RIMBA Corridor are generic. If any progress is to be made in implementing plans such as those embodied in the Vision of Sumatra 2020, the Roadmap and the Sumatra Island Spatial Plan they will need to be faced here and now. The opportunity for the GEF Trust Fund contribution is that it will be able to fund the essential support services that will better focus the investments of government and private industry that are being released in this period, post 2015, towards a greener lower carbon based economy. One of the strengths of Indonesia is its willingness to conceive of supra-jurisdictional management structures that can deliver on these governance challenges (see Appendix 18) if they are given the resources, both financial and in legislation to work . This challenge is the objective of Component 1 of the Project proposal.

Component 2 is concerned with the elaboration, understanding and the practical requirements of implementing Green Economy on the ground in three Clusters which represent different but widely representative scenarios in terms of consolidating land use, resisting environmental degradation and restoring natural capital in the forest ecosystems. It is in these three Clusters that detailed work will be undertaken by government and non-government partners and communities at the village level, with the support of the GEF Project, resulting in a widespread level of comprehension and capability through learning by doing. As these lessons evolve they will be used to scale up the impact of the Project to the whole of the RIMBA Corridor and to reinforce and provide a sense of reality to the whole of government obligation to prioritise Green Economy nationally. Lessons that can be tested in the RIMBA Project through industry partnerships will include consideration of the known tendency for forest sector market monopolies that fix prices that make it economically viable for small producers. This situation makes in not only difficult to establish community based forest enterprises but also acts against equity and justice which is an integral part of sustainable development.

Through Component 3 the Project will monitoring and evaluate the impact of its interventions across the RIMBA Corridor and invest in outreach to ensure the lessons are widely available to national and international audiences. In particular through this Component the Global Environmental Benefits of the Project will be accounted in relation to biodiversity, climate change and sustainable forest management by documenting such parameters as effectiveness of renewable energy facilities, hectares of land protected or reforested, tonnes of carbon emissions avoided through reductions in fire frequency and area affected and peat flooded or restored through renewed vegetation cover.

3. Project Results Framework

[Present the project objective(s), components, outputs, outcomes and long-lasting impacts as per the Project Document (i.e. the results framework). Include the Theory of Change diagram, where available. Use tables as appropriate.]

Objective, Outcomes	SMART Indicators				Means of Verification	Risks and Assumptions
	Objectively Verifiable Indicators	Baseline	Mid-Term Target	End of Project Target		
Objective: To protect biodiversity and to increase carbon stocks across the RIMBA Corridor of Sumatra by enhancing forest ecosystem connectivity through green economic development.						
Component 1: The establishment of a sustainable and effective institutional framework for the management of natural resources for a Green Economy in the RIMBA Corridor of Central Sumatra.						
1.1 A RIMBA - wide enabling environment exists that supports Green Economy activities related to conserving and growing natural capital in forests, carbon, soils, water resources and biodiversity. 1.2 The Green Economy approach to management of the RIMBA Corridor is institutionalized in a new RIMBA Management Agency (RMA).						
Outputs 1.1.1 A RIMBA management authority has been formally established to develop a						

Objective, Outcomes	SMART Indicators				Means of Verification	Risks and Assumptions
	Objectively Verifiable Indicators	Baseline	Mid-Term Target	End of Project Target		
"RIMBA Roadmap" (GE vision, programs, partnerships, GE targets (such as fair & green jobs, available for both men and women) and to facilitate, coordinate, and monitor the implementation of Green Economy throughout the RIMBA Corridor. 1.1.2 Positive and equitable attitude changes among the project's stakeholders, from national government and local government, the business community, the communities within each Cluster including men and women and marginalized groups, lead to networking and support for a Green Economy. 1.1.3 Green economic development and conservation scenarios(s) for the three RIMBA Clusters agreed by government, business, and civil society stakeholders, with an emphasis on using Forest Management Units (KPH/FMU) as the key strategic tool. 1.1.4 Technical capacity and operational modalities established among government, business, and civil society in the 6 demonstration districts, with more resources applied to creating a Green Economy focused on forest, biodiversity, water, and carbon resources. 1.2.1 The Sumatra Island Spatial Plan, as described in Presidential Decree 13/2012, has been amended to refine the boundaries of the RIMBA Corridor, based on new knowledge related to Green Economy, and has been declared a national strategic area. 1.2.2 National and regional government, and other partners contributing to an institutionalised RIMBA Management Agency, have formally committed to harmonize their forward planning priorities, policies and financial contributions, to ensure sustainable and coordinated support for the agency's activities. 1.2.3 A Small Grants Programme is established to enable Green Economy activities to be undertaken by local stakeholders including women and indigenous communities.						
Component 2. The practical demonstration to government, business and civil society partners of Green Economic Development to deliver Sustainable Outcomes which enhance the natural capital of water, carbon and biodiversity provided by forests in the RIMBA Corridor.						
Outcome 2.1: Improved planning, decision-making and management of natural resources in Krabi province, based on enhanced information and appreciation on the importance and economic value of functioning coastal ecosystems and intact water catchments to the tourism and water sectors:						
Outputs 2.1 Cluster 1: Forested wildlife corridors have been strengthened through investment which implements FMU management plans, encourages public/private collaboration, and creates green jobs 2.2 Low carbon-growth practices have been applied to the protection and restoration of critical peatland and forests through investment in Cluster 2 involving the District of Tanjung Jabung Timur and Muaro Jambi. 2.3 Investment in basic human services and local economic assistance in two sub-catchments in the Merangin District (Cluster 3) has removed the drivers of upland deforestation creating the conditions for sustainability of environmental services, especially water for human						

Objective, Outcomes	SMART Indicators				Means of Verification	Risks and Assumptions
	Objectively Verifiable Indicators	Baseline	Mid-Term Target	End of Project Target		
consumption and generation of power. 2.4 The RIMBA Project experience of Green Economy principles and practice has been integrated into the institutions of government, civil society and private sector in the six target Districts of the Corridor.						
Component 3. Monitoring, evaluation and dissemination of Green Economy practices in the RIMBA Corridor and sharing of lessons learnt						
Outcome 3.1 Effective project impact monitoring and reporting system used by partners for adaptive management and GE compliance monitoring. **3.2 Lessons in Green Economy and sustainable development from the RIMBA Corridor Project are disseminated widely and embodied in an international GE best practice knowledge management system.**						
Outputs 3.1.1 The RIMBA Secretariat monitoring facility is operational and working with all key Government and Non-Government stakeholders to monitor and report compliance with agreed RIMBA GE Roadmap, Cluster development scenarios, spatial plans and economic development decrees. 3.1.2 M&E system to tracks and reports project performance and impact. 3.2.1 Best practices in relation to the sustainable use of forests and targeted ecosystem services - water, carbon and biodiversity have been evaluated, in collaboration with government and non-government partners, in relation to their incorporation into Green Economy practices. 3.2.2 A national GE Knowledge Management Information System (KMIS) managed by the monitoring facility within the RIMBA management authority in collaboration with BAPPENAS, the Ministry of Finance and Ministry of Environment and Forestry distributes interactively GE best practice information nationally and internationally. 3.2.3 The RIMBA management agency has facilitated at least 4 national and international professional publications, 50 outreach and best practice products, as well as made active monthly contributions to national social-media platforms annually (including seminars and conference papers).						

4. Executing Arrangements

[Specify UNEP Branch and Unit responsible for project implementation and project execution partners. Briefly describe role and composition of management and supervision structures of the project, including formal revisions since approval. Use table or diagram as appropriate. NOTE: For GEF-funded projects highlight internally executed projects, providing details on reporting lines for implementation and execution.]

UNEP, as the GEF Implementing Agency is implementing the project though its Ecosystems Division with delegated authority for day-to-day supervision by a Task Manager based at the Asia and the Pacific Office in Bangkok, Thailand, and is responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures and for

providing guidance on linkages with related UNEP and GEF-funded activities. UNEP is also responsible for monitoring implementation of the activities undertaken during the execution of the project and provides the overall coordination and ensures that the project is in line with UNEP Medium-Term Strategy (MTS) and its Program of Work (PoW).

The project will be implemented by UN Environment, and nationally executed by the Ministry of Land Affairs and Spatial Planning/ National Land Agency, as the project EA.

The UN Environment – through its though its GEF Task Manager (TM) and Funds Management Officer (FMO) - will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of GEF funds. The UN Environment RO will be directly responsible for: (i) providing consistent and regular project oversight to ensure the achievement of project objectives; (ii) liaising between the project and the GEF Secretariat; (iii) ensuring that both GEF and UN Environment policy requirements and standards are applied and met (i.e. reporting obligations, technical, fiduciary, M&E); (iv) approving budget revisions, certifying fund availability and transferring funds; (v) organizing mid- and end-term evaluations and reviewing project audits; (vi) providing technical, legal and administrative guidance if requested; and (vii) certifying project operational completion.

There are two legal instruments under this project – one with the Executing Agency – the Indonesian Ministry of Land Affairs and Spatial Planning/National Land Agency (under UNEP PCA (Re: No. PCA/2021/4301)) The other legal instrument is to be signed with KEMITRAAN
(May 2024) which acts as the PMU Support Agency to the Indonesian Ministry of Land Affairs and Spatial Planning.

Figure 1- Project implementation structure

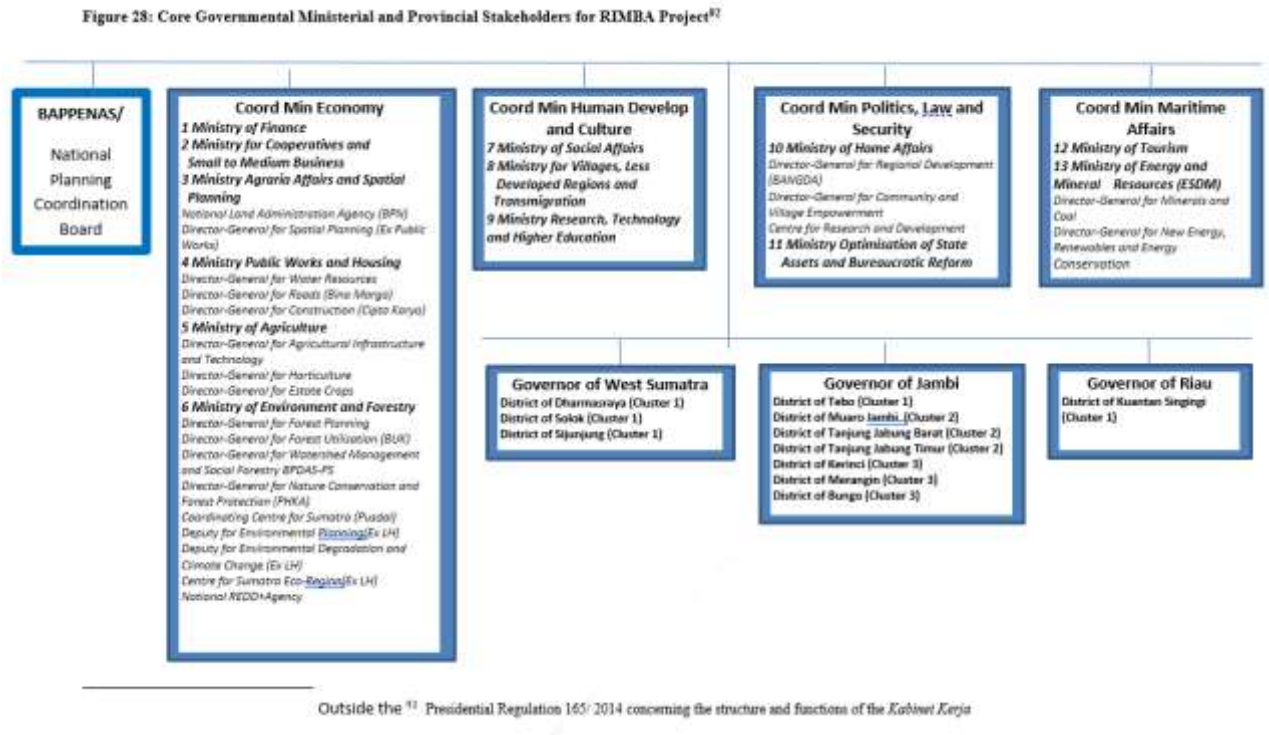
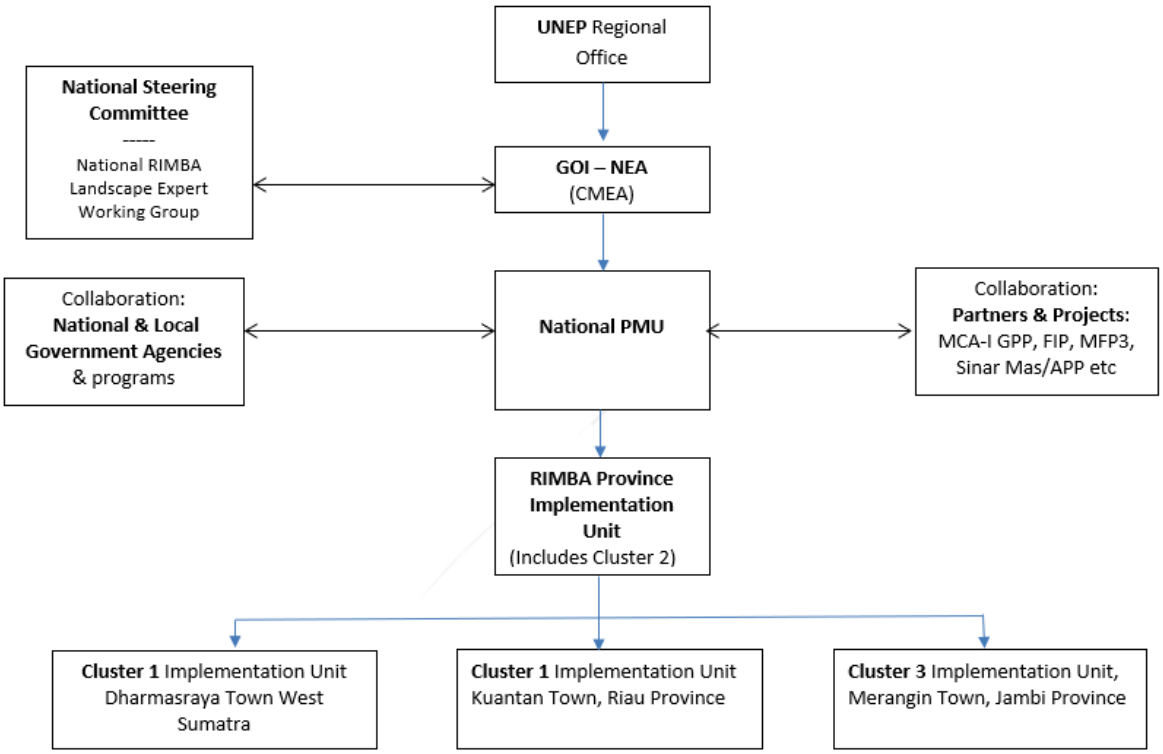


Figure 29: RIMBA Project Organisational Structure



Project Management Arrangements

National Executing Agency (NEA)
It is customary for donor projects in Indonesia to be implemented through a National Executing Agency (NEA) which will operate under a contract with UNEP HQ in Nairobi on behalf of the GEF Trust Fund. In view of the circumstances identified in the previous section, the NEA for the RIMBA Project has been identified as the Coordinating Ministry for Economic Affairs which will host the national Project Management Unit (PMU) in Jakarta.

A framework protocol will be signed between the NEA and relevant ministries in order to ensure flow of information, optimize collaboration, synergies and sharing of resources. This protocol is not only a sine qua non condition for the smooth implementation of the present project, but also more generally for the later roll out of the forest ecosystem connectivity through green economic development. Among others, the protocol will facilitate discussions to review and amend sectoral strategies in order to integrate better co-management and benefit-sharing and collaborative working arrangements between ministries/agencies and regional governments within the corridor. It will define how the NEA and partner ministries/agencies collaborate at national, regional, provincial and local levels. Where required, other specific operational partnerships will be developed as needed to define projects/activities in and around RIMBA corridor within this overall protocol.

GEF Implementing Agency (IA)
UNEP will act as the GEF Implementing Agency for the Project and will therefore have a contract with the NEA on implementation and management of the project (including PMU) and its partners, including budgets, M&E and reporting. UNEP will also provide a supervisory and oversight role, ensuring that the project progresses appropriately and in line with UNEP and GEF policies, as well as being responsible for managing GEF funds. The

UNEP project management team will be composed of a UNEP Task Manager (TM), located in the Bangkok regional office ROAP, a Funds Management Officer (FMO) located in UNEP HQ in Nairobi responsible for project administrative/financial tasks, supported by technical staff based at the offices in ROAP Bangkok, Jakarta (UNORCID) as well as in Nairobi (UNEP HQ).

National Steering Committee (NSC)
The RIMBA Project represents a challenge for cross sectoral and supra-jurisdictional governance with many government stakeholders at the national and local levels as well as critical stakeholders from civil society, the private business sector and other donor projects with a similar geographical or sustainable resources management focus. To represent stakeholders at a senior level and to ensure that the various interests continue to direct work plans, Project implementation is typically guided by a National Steering Committee, represented at the government level by Directors-General and in civil society and business by recognized leaders. The RIMBA NSC will typically meet once per year with an annual project review function, yet more frequent e.g. via Skype or e-mail in cases deemed required.

The NSC's responsibilities will include: (i) overseeing project implementation; (ii) approving annual project work plans and budgets for submission to UNEP; (iii) approving any major changes in project plans or operations for sub-mission to UNEP for endorsement; (iv) providing technical input and advice; (v) assuring the quality of major project deliverables; (vi) ensuring commitment of co-funding resources to support project implementation; (vii) coordinating conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; (viii) ensuring coordination amongst member agencies; and (ix) overall (annual) project evaluation.

Because of the large number of stakeholders in the RIMBA case the proposed NSC would consist of a maximum of 15 people consisting of a core group comprised of the Ministries identified in the Presidential Decree (Home Affairs, Environment and Forestry, Agraria and Spatial Planning, Public Works, Badan Perencanaan dan Pembangunan Nasional (National Planning and Development Ministry) (BAPPENAS) and each of the three Governors), UNEP and WWF Indonesia. The NSC would be chaired by the Coordinating Ministry of Economy as the NEA. The PMU will run the Secretariat of the NSC and the Project Leader and the Secretariat would accompany the meeting in ad hoc positions. To this group will be added a rotating group consisting of one representative of the remaining national ministerial stakeholders, one Bupati representing the 6 local governments and nominated by his colleagues, one academic representing the State Universities and two community representatives and one representative of industry to be nominated in consultation with the private sector. NSC membership will be confirmed during the Inception phase of the project. Each of the organisations participating in the NSC would be contracted to the Project through an MOU or other appropriate documentation to be approved by the NEA.

Stakeholder Focal Points
It is intended that the rotating group would be identified each 12 months by the PMU in consultation with the NEA, UNEP and Stakeholder Focal Points to be identified during the Inception Phase of the Project.

National Project Management Unit (PMU).
The day-to-day implementation of the Project is to be the responsibility of the National Project Management Unit, led by a domestic – senior international project management Team Leader (TL) - Integrated Development & GE Specialist with considerable experience in GEF,

NRM and economics-based planning. In addition to his/her ToR as described in Appendix 10 (staff ToR), the Project TL will be key in developing broad partnership in the field of GE, including with international agencies and funding partners; assuring the integrated approach of the RIMBA project, as well as bring in the newest technologies, fiscal measures and governance mechanism. The TL will report directly to the Project Director (PD) of the NEA Government of Indonesia (GoI). The TL position will be appointed by the NEA or by the PMU Support Agency (see below) and funded entirely from the Project GEF budget. The TL will be responsible for the overall management of the Project, including the day-to-day management of the PMU, mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The TL will report to the PD from Coordinating Ministry of Economic Affairs (CMEA) (NEA) for all the Project's substantive and administrative issues; yet consult with the assigned UNEP Task Manager on critical issues, advice or technical support.

A PMU Support Agency (or Lead Service Provider) will be contracted by the NEA, following the appropriate GoI tender selection mechanisms. The PMU Support Agency will have expertise in both green economy and a proven and excellent project management track record and will be responsible for the day-to-day project administration and implementation, including of the PMU and PIU staff and operations. Through the NEA, the PMU will receive, disburse and account for core Project staff operational costs, and will employ the Team Leader (TL) - Integrated Development & GE Specialist, a full-time Co-Team Leader (Co_TL) – Regional Technical Landscape Development Specialist to coordinate and support the Cluster, District and Provincial programs. A full-time Institutional Development and Communications spec. will lead on all stakeholder engagement, landscape governance & conflict management, as well as communications. A fourth part-time PMU staff member will handle the formal requirements of M&E & Gender methodology, organisation and reporting and will also have responsibility for setting up the impact monitoring of the communication, outreach and social marketing activities. This appointment will also specifically measure the impact of the project activities through the disaggregation of gender, age, functional roles and dependencies, and ethnicity.

Other experts will be contracted for various periods of time to work out of the PMU with national, provincial and district partners. The PMU will be supported by a Finance Manager and secretarial support and will manage the accounting for the project in cooperation with the NEA, recognising the need to use GOI financial accounting and tracking systems, and be staffed accordingly. Other more junior administrative and support staff will be provided by the NEA. These positions in the PMU will be filled through open advertisement on merit but may include government secondees from any of the participating agencies. Under the authorization of the NEA, the PMU will also determine annual Work Plans to be approved and monitored by the NSC, administer small grants, sub-contracts with major government and non-government partners, and manage short term specialist consultancies. A key role of the PMU is also to ensure that all partners, programs, funding and reporting is being coordinated, focused as well as channelled through the PMU, this to maximize coordinated impact on the ground.

National RIMBA Landscape Expert Working Group (EWG)
The operations of the PMU will be assisted on a day-to-day basis by an ad hoc National RIMBA Landscape Expert Working Group which will meet no fewer than quarterly but also as required by the project. This term is used instead of a Project Management Committee, which is more usual, because there will be a need to have routine access to Director level representatives of all government and non-government stakeholders through the Stakeholder

Focal Points as well as other non-government stakeholders; and also because the Working Group will also address the broader technical and integrative issues of sustainable landscape management and Green Economy identified in the strategic objectives of this project and the national priorities of the Government. The Expert Working Group may nominate secondees or counterparts, to be approved by the NSC, which may be formally attached to the project for varying agreed lengths of time. It is intended that the RIMBA WG will constitute and identify smaller task groups to allow it to function as a cross-society think tank to address these major contemporary issues and ensure that the practical lessons being derived through Project implementation are progressively conveyed to other sectors of government, civil society and business where they can be and appropriately scaled up.

Project Implementation Units (PIU)
The focus of the project on local implementation in the RIMBA landscape as well as geographical complexity of the Project will require the formation of Project Implementation Units able to deliver routine and day-to-day project management and supervision of the 11 District- and three Cluster programs under the direction of the PMU. The PIU's through their proximity to provincial and district partners will also play a key role in keeping engagement of these partners strong and focused. Within each Cluster there will be a formal arrangement with the NEA identifying the level of engagement of each participating local government in terms of co-resourcing and the provision of staff and other logistic support.

Four PIU's are proposed for the Project. One of these will have broader authorities to work at the Provincial level, liaising with the three Governors and their agencies in each of the Provinces and ensuring coordination of the three other PIU's whose roles will be largely directed to coordinating, supporting and reporting on activities in each of the investment clusters. In order to ensure reasonable access and a practical field presence in the investment clusters, these PIU's will be located in District Towns where they will also liaise closely with the district leaders and their technical and resource management agencies (SKPD). Cluster 1 will be served by two PIU. One in Dharmasraya, West Sumatra which will work with the northwestern end of the Cluster; and one in Kuantan, Riau which will work with the easterly part of the Cluster. Cluster 2 will be served out of the Jambi PIU which will need to be appropriately staffed to meet its provincial and local cluster responsibilities. Cluster 3 will be served out of a PIU in the District town of Merangin, Jambi.

Each of the PIU's will need to be housed in appropriate affiliated locations, preferably with additional local government sponsorship which should be negotiated with each Province as an in-kind budget contribution. This close linkage between the project and its government partners is especially significant as the Project will be implemented as on-budget and close day to day communication between the project and its principal government partners, CSO and other donor Projects at the local level is a critical element of success. To assist in this process, it is proposed that the Ministry of Home Affairs would assume responsibility for the formal aspects of liaison and coordination with province and local government and this specific function will need to be negotiated through an MOU with this Ministry during the Inception Phase of the Project.

Each PIU will be supported by the core project funding and have, as a minimum, a technically trained Natural Resources Management specialist/Coordinator assisted by three Project Support staff who will have administrative and accounting responsibilities. The operation of the office and communications will be the responsibility of the hosting Agencies, who will be expected to also provide focal point and counterpart staff as part of their technical relationship with the Project. Core Project Activities will be identified and

incorporated in the annual Workplan and funded with the GEF Grant but also with national and provincial/district funds. This funding will include resources for identified and approved public meetings, workshops and training and comparative studies. The PIU's will be expected to keep close contact with local agencies and stakeholders and to report on aligned resources spending for activities jointly agreed in the annual work plans. PIU's will be expected to identify priority needs for the annual work plans including stakeholder activities and activities which would benefit from small grants or specialist technical assistance. These proposals will be considered in the annual planning process and on a day to day basis with PMU Project Coordinator and Cluster specialists.

Project management activities by the PMU and PIU.
The Project Management Unit (PMU) in Jakarta and the three Province Implementation Units (PIU) in Sumatra will be supported by the GEF Trust Fund. These units will also be concerned with the management of Project Implementation throughout the project life, especially the project coordination at all levels from national to local, financial management, procurement management, contract management equipment and supplies, and monitoring and evaluation of the project operations, coordination of project work plans, the monitoring of progress/impact against Indicators and Targets and the preparation and presentation of reports as per the Monitoring and Evaluation Plan described in Section 6 and detailed in Appendix 7.

		Expenditure by calendar year (US$)						Total
UNEP Budget Line		2023	2024	2025	2026	2027	2028	
1100	Project Personnel:	131,093	310,395	340,281	358,806	378,443	193,241	1,712,261
1200	Consultants	-	415,300	155,918	141,573	142,267	68,004	923,062
1300	Administrative support :	18,900	63,921	71,933	76,215	80,823	31,570	343,362
1600	Travel	6,000	75,000	75,000	95,000	75,000	75,000	401,000
2100	Sub-contracts:	28,688	696,616	825,644	669,207	452,606	42,000	2,714,761
2200	Sub-contracts commercial services :	-	398,000	395,500	339,500	296,999	50,000	1,479,999
3000	Training component		35,000	40,000	38,130	21,000	-	134,130
3300	Meetings/ conferences :	3,400	82,500	85,000	85,000	77,500	-	333,400
4000	Equipment and premises component	1,900	82,000	16,500	4,000	3,000	2,502	109,902
4300	Premises (rent) :	1,620	63,360	63,360	63,360	63,360	28,139	283,199
5200	Reporting :	1,000	46,600	46,600	46,600	46,600	49,600	237,000
5300	Sundry :	-	10,000	6,500	6,500	6,500	5,500	35,000

5400	Hospitality	-	13,000	4,000	4,000	4,000	-	25,000
5500	M&E	-	69,200	79,200	50,700	82,200	40,262	321,562
99	GRAND TOTAL	192,601	2,360,893	2,205,435	1,978,591	1,730,299	585,818	9,053,638

Coordination in relation to funding procurement and disbursement will be a significant burden on the Project because it, by necessity, has a complex governance structure involving different sectors and levels of government. Project management activities fall naturally into two categories: the first concerned with establishing the Project infrastructure and the second concerned with Project implementation.

The cost of the setting up of the Project infrastructure will be borne by the NEA and by the Governments of the three Provinces as well as by the GEF Grant. The NEA and the Province Partner Governments will meet the costs of providing physical space for the Project offices. They will also be responsible for setting up internet and communication systems and the payment of utilities, as well as a set of routine transport and communication costs to be agreed during the start-up phase. Core GEF project funding will support the provision of three project vehicles and the employment of core staff in the PMU and in each of the PIU's.

Effective and efficient project delivery relates to the management of on-going procurements, timely provision of supplies and contracts; as well as the supervision and coordination of annual work plans, the conduct of monitoring and evaluation and the delivery of reports and other knowledge products as specified in the work plans.

5. Project Cost and Financing

[Present total project budget at design, broken down per component and per funding source. Use tables as appropriate. Present most recent figures on disbursement.]

Version: Revised Budget 23 Feb 24

Cost of project	USD	Share
A: Cost to the GEF Trust Fund	9,431,763	19%
B: Co-financing		
Cash		
Ministry of Environment and Forestry (Directorate of KSDAE)	7,404,740	
Ministry of Environment and Forestry (Directorate of PHPL)	6,030,606	
Coordinating Ministry of Economic Affair	600,000	
Ministry of Agraria and Spatial Planning	2,013,598	
Ministry of Public Works and Housing – (DG Binamarga/roads)	5,123,162	
Ministry of Public Works and Housing – (DG Swamps and Irrigation)	1,547,340	
Provincial Government of Jambi	1,212,308	
Provincial Government of Riau	1,837,120	
Provincial Government of West Sumatra	2,231,126	
Asian Pulp and Paper (APP)	1,412,802	
Tropical Forest Conservation Action (TFCA)	1,200,000	

WWF Indonesia (through MCA-I grant)	3,400,000	
Sub-total cash co-funding:	34,012,802	68%
In-kind		
Coordinating Ministry of Economic Affair	400,000	
Provincial Government of Jambi	528,923	
Provincial Government of Riau	1,610,422	
Provincial Government of West Sumatra	1,460,655	
WWF Indonesia	1,415,931	
VECO Indonesia	327,139	
UNEP (DEPI HQ plus ROAP)	685,000	
ACIAR - University of Adelaide	200,000	
Sub-total in-kinds:	6,628,070	13%
Total Co-finance:	40,640,872	
MASTER TOTAL PROJECT	50,072,635	100%

6. Implementation Issues

[Record any issues that have arisen in the initial implementation period including significant delays, changes in partners, implementing countries and/or results statements. Note the dates when such changes have been approved.]

The project has faced significant challenges since its approval by the GEFSEC. While the RIMBA project was endorsed in 2016, the executing agency was identified much later, and the PCA was signed with EA (Indonesian Ministry of Land Affairs and Spatial Planning/National Land Agency) in 2021. The EA had requested UNEP on 31 March 2021 to hire a "PMU support agency" (KEMITRAAN) to revise baselines, project document, timelines etc, and recruit a PMU at national level (3 staff) and PIUs at provincial level (6 staff). The size of this legal instrument was for USD 378,125. A small-scale funding agreement was then signed between UNEP and KEMITRAAN in June 2021. In May 2023, the deliverables under this SSFA were submitted by KEMITRAAN and handed over to ATR by UNEP. As part of the SSFA, PMU and PIU staff were recruited by KEMITRAAN with ATR on the selection panel. Subsequently, a decree by the Director General was issued to announce the staff for RIMBA project. The staff were issued contracts by the EA, but their payments could not be made by the EA because the procurement was done by PMU support agency, and not the EA. This has also led to delays in project activities. To address this, the PMU support agency is to be re-engaged in the project through a new legal instrument. Therefore, the PCA with the EA has been amended to US$ 6,750,581, and a new PCA of US $ 2,303,057 with KEMITRAAN has been drafted.

The project has started activities and execution in 2024, 8 years after endorsement.

Section 2. OBJECTIVE AND SCOPE OF THE MID-TERM REVIEW

(This section is standard and does not need to be revised for each TOR)

7. Objective of the Review

In line with the UNEP Evaluation Policy[8] and the UNEP Programme and Project Management Manual[9], the Mid-Term Review (MTR) is undertaken approximately half-way through project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required.

8. Key Review Principles

Mid-Term review findings and judgements will be based on sound evidence and analysis, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

Possible questions to be considered include, *(MTR Review Framework Questions available from UNEP Project Manager):*

- Does the TOC properly reflect the project's intended change process?
- Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?
- Are results statements in keeping with UNEP definitions (e.g. outcomes are expressed as the uptake or use of outputs)
- Are roles and responsibilities commonly understood and playing out effectively?
- Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting)?
- Is the rate of expenditure appropriate for the mid-point?
- Have plans for inclusivity, equality and/or equity been implemented as planned, or does more need to be done?
- Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects?
- Is there an exit strategy in place and are the elements needed for the project's benefits to be sustained after the project end being incorporated in the project implementation?
- (Where relevant) Have recommendations from previous learning exercises/performance assessments been appropriately addressed
- (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

Key Strategic Questions

- What evidence is available that the project activities are contributing to integrating ecosystem services and green economy principles into planning and management decision-making in the RIMBA corridor?
- What evidence is available to suggest that the project has increased the capacity and trained human resources within the ministry of spatial planning and local

[8] https://wedocs.unep.org/handle/20.500.11822/41114

[9] https://wedocs.unep.org/20.500.11822/42752

stakeholders for integrated landscape management, especially with respect to spatial connectivity and ecosystem services delivery?

A Mid-Term Review is a *formative assessment*, which requires that the consultant(s) go beyond the assessment of "*what*" the project performance is and make a serious effort to provide a deeper understanding of "*why*" the performance is as it is.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Partners and Key Project Stakeholders. A key aim of the Mid-Term Review is to encourage reflection and learning by UNEP staff, the implementing partners and key project stakeholders The Review Consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons.

9. Review Criteria

All review criteria will be rated on a six-point scale as follows: Highly Satisfactory[10] (HS = 6); Satisfactory (S = 5); Moderately Satisfactory (MS = 4); Moderately Unsatisfactory (MU =3); Unsatisfactory (U = 2); Highly Unsatisfactory (HU =1). A Criteria Ratings Matrix is available, within the suite of tools, to support a common interpretation of points on the scale for each review criterion. The Overall Performance Rating is calculated as a simple average of the ratings for each criterion (A-H). **Any criterion assessed as being in the 'Unsatisfactory' range should trigger corrective action in the Management Response.**

For GEF-funded projects there are a series of questions that need to be uploaded to the GEF Portal. The consultant should complete the table in Annex 5 of these TOR and append it to the Final Review report.

Where UNEP funding partners have areas of specific interest, these are noted, below.

A. Strategic Relevance

[10] *Sustainability* is similarly rated on a six-point scale but labelled from Highly **Likely** (HL) down to Highly **Unlikely** (HU).

The Mid Term Review (MTR) will assess the extent to which the activity is suited to the priorities and policies of UNEP, the donors, implementing regions/countries and target beneficiaries and is operating in a way that is complementary to other ongoing interventions.

The MTR will assess whether there have been any changes in priorities since the project was designed and whether the project has/should adapt to address the changing policy/strategy context.

This criterion comprises two elements:

i. Alignment to UNEP's, Donors and Country (global, regional, sub-regional and national) strategic priorities

The Review should assess the project's alignment with the UNEP Medium Term Strategy (MTS) and Programme Of Work (POW)[11] under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[12] (BSP) and South-South Cooperation (S-SC). The MTR will assess the extent to which the project is suited to, or responding to, donor priorities as well as alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the project is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Sustainable Development Cooperation Framework (Cooperation Framework) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

ii. Complementarity/Coherence[13] with Relevant Existing Interventions

An assessment will be made of how well the project is taking account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups.

The MTR will consider if the project team, in collaboration with all partners, is fulfilling any commitments to collaborate made at project design and is working to ensure their own intervention is complementary to other interventions. Examples may include work within UN Sustainable Development Cooperation Frameworks (UNSDCF) or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Adaptation	To encourage utilization, each review should optimize relevance by ensuring

[11] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as POW Outcomes and POW Direct Outcomes of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents.

[12] http://www.unep.fr/ozonaction/about/bsp.htm

[13] This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

Fund	(i) that the primary intended users of the evaluation and their intended uses are clearly identified and engaged at the beginning of the evaluation process; (ii) that "intended users" include funding, implementing, and beneficiary stakeholders; and (iii) that evaluators ensure these intended users contribute to decisions about the evaluation process.
Green Climate Fund	Coherence in climate finance delivery with other multilateral entities.

B. Quality & Revision of Project Design

The MTR should provide a brief overview of the strengths and weaknesses of the project design and assess whether all elements of the project design have been initiated and/or are still planned for. Based on a review of the project design document, regular reports and meeting minutes, the Review Consultant will confirm whether any amendments[14] have been made to the activities and/or results of the project. This includes changes to the formulation of results statements as well as changes in results indicators and/or project targets and the associated budget. Where revisions have been made the Consultant should confirm that formal documentation for these amendments is available and that UNEP/donor policies for revisions have been followed. In the absence of such formalisation the Review Consultant will make appropriate recommendations.

C. Effectiveness

The Review will assess effectiveness across four dimensions: availability of outputs, progress towards project outcomes and adaptive management. The Review Consultant will confirm that all results statements conform to UNEP's definitions[15] and make recommendations for adjustments where necessary. At the project's mid-point emphasis is placed on the timeliness, quality and ownership of outputs and whether the project is adopting approaches or delivering activities to support the uptake of outputs (i.e. outcome level results).

i. Theory of Change

The Review will assess whether the Theory of Change/Results Framework represents a coherent and realistic change process from a cause-and-effect perspective. Considerations will be given to whether the causal pathways are effectively shown/articulated and supported by a full set of contributing conditions (('drivers' are external factors largely under the influence of the project; 'assumptions' are external factors largely outside the influence of the project). The TOC should also reflect[16] UNEP's commitment to increasing equality in line with the UN's commitment to human rights. If adjustments are needed, they should be clearly presented and justified during the MTR process and a recommendation made on how any revisions could be formally approved.

ii. Availability of Outputs[17]

The Review will assess the project's success in producing the planned outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as

[14] The conditions and processes for amendments should abide by the terms of the funding agreement. For example, the GEF has specific requirements for the approval/reporting of 'minor' and 'major' amendments. This includes the provision that any minor and major (approved) amendments should be reflected in the PIR report of the same year.

[15] UNEP, 2023, Glossary of Results Definitions.

[16] This can be as a driver or assumption if there is no specific equality results statement.

[17] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2023)

per the project design document or any formal revisions. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its planned outputs and recommend corrective action as appropriate.

iii. Progress towards Project Outcomes[18]

At the project mid-point, the Review Consultant will focus on the links between the provision of outputs and their adoption at the outcome level. The MTR will explore whether the assumptions and drivers that need to be in place to support the uptake of outputs are evident/emerging and consider whether sufficient effort and attention is being directed towards reaching outcome levels.

The Review Consultant will review the project Theory of Change (TOC) and confirm that is properly reflects all levels (outputs, outcomes, intermediate states and long-lasting impact) of results included in the project design. Where necessary, the TOC should be reconstructed, in discussion with the project team, to better guide and strengthen project implementation.

iv. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC (i.e. from project outcomes, via intermediate states, to impact), the Review will assess the likelihood of the intended, positive impacts becoming a reality.

The Review will consider the extent to which the project has played a catalytic role19 or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

v. Adaptive Management

The Review will assess whether any adaptive management[20] is evident, possibly reflected in annual reports or reports from field missions etc. The Review Consultant will consider the project's performance to-date from a risk perspective considering: a) the likelihood of any non/late delivery of the project's workplan; b) likelihood of any negative effects, including reputational risks and safeguard issues and c) factors undermining the endurance of project achievements.

[18] An outcome is a change at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries (UNEP, 2023).

[19] The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

[20] Adaptive management is an **iterative process** in which practitioners test hypotheses and adjust behavior, decisions, and actions based on experience and actual changes (Stankey et al., 2005).

During the MTR, forward plans should be reviewed, and adaptive management strategies discussed such that the project's effectiveness and efficiency are maximized. Actions for adaptive management should be reflected in the MTR recommendations, which may include recommendations on governance structures, implementation arrangements, project design elements, monitoring and/or exit strategies etc.

Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Strategic Results Framework indicator targets.
Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the intervention demonstrates that Climate Change Adaptation can be increased or replicated at a broader scale, as well as in other contexts.
Green Climate Fund	The Review should consider, under Effectiveness, the project's Innovativeness in result areas – the extent to which interventions may lead to paradigm shift towards low-emission and climate-resilient development pathways.
Global Environment Facility	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).
Global Environment Facility	The Review will determine, under Effectiveness, the project's additionality by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.

D. Financial Management

Under financial management the Mid-Term Review will assess a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and b) whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted. Expenditure should be reported, where possible, at output/component level and will be compared with the approved budget.

Ratings should be provided for two sub-categories (*adherence to policies and completeness of financial information*), as assessed at the mid-point: i) the Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies; ii) the Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review may comment on the level of communication between the UNEP Project Manager[21] and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Global Environment Facility	The Review will determine, under Financial Management, i) time from CEO endorsement (FSP) / CEO approval (MSP) to first disbursement; ii) disbursement balance; iii) whether the project has secured co-financing higher than 35% and iv) time between CEO Endorsement and (likely) end of MTR.

[21] For GEF funded projects the UNEP Project Manager refers to the Task Manager.

E. Efficiency

Under the efficiency criterion, the Review will assess the extent to which the project delivered maximum results from the given resources. The Review will assess the *cost-effectiveness and timeliness* of project execution.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities have been/are being delivered according to expected timeframes as well as whether events are being sequenced efficiently. The Review will give special attention to efforts being made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[22] with other initiatives, programmes and projects etc. to increase project efficiency.

The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

F. Monitoring and Reporting

The Review will assess monitoring and reporting across two sub-categories: monitoring of project implementation and project reporting.

vi. Monitoring of Project Implementation

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[23] results towards the provision of the project's outputs and the achievement of the project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management.

The Review will assess whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider how quality monitoring data are being used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.

vii. Project Reporting

[22] Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

[23] SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

UNEP has a centralised information management system[24] in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant by the UNEP Project Manager. Donors may have specific reporting requirements and copies of reports will be made available by the UNEP Project Manager. The Review will assess the extent to which both UNEP and Donor reporting commitments have been fulfilled. This should include confirmation that meeting and field mission reports are being written and centrally stored.

Where the need for any corrective action has been indicated in any project reports (e.g. as an identified risk), the Review Consultant will record whether this action has been taken. This may include responses made during the COVID-19 pandemic or other unpredictable external events of a disruptive or crisis nature. The Review Consultant will also confirm whether formal reports have been appropriately authorised by both the author and the relevant supervisor.

Global Environment Facility	For internally executed projects the Review Consultant should review the quality of regular reports and confirm they have been submitted on a timely basis.

G. Exit Strategy & Sustainability (for Adaptation Fund, read Human and Ecological Sustainability and Security)

Sustainability[25] is understood as the probability of the benefits derived from the achievement of the project outcomes being maintained and developed after the close of the intervention. It may be considered from the perspectives of socio-political, institutional and/or financial sustainability. The Review will identify and assess the key conditions or factors that *are likely* to undermine or contribute to the endurance of benefits at the outcome level. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. It is assumed that environmental sustainability is central to any UNEP project design but where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place *an appropriate exit strategy* and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards; b) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance and c) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

Adaptation	The Review should consider, under Human and ecological sustainability and

[24] Project Information Management System (PIMS) or, from 2022, Integrated Planning Monitoring and Reporting (IPMR)

[25] As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

Fund	security – the extent to which the intervention is likely to generate continued positive or negative, intended and unintended impacts beyond its lifetime, taking into consideration, social, institutional, economic, and environmental systems. Is the intervention sensitive to conflict and fragility, i.e., to what extent does it consider the political context and the sharing of natural resources? Is it contributing towards targeted communities' livelihoods and to the health or well-being of the ecosystems on which they depend?

H. Factors and Processes Affecting Project Performance and Cross-Cutting Issues

viii. Project Inception

This criterion focuses on the inception or mobilisation stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design, fill information gaps or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity[26] and development of partnership agreements as well as initial staffing and financing arrangements. The Review Consultant will confirm whether appropriate inception meetings were held and whether an inception report is available on file.

ix. Quality of Project Management and Supervision

During the MTR the consultant will review the planned implementation structure and the roles and responsibilities assigned to each partner or party. Where roles are not being played as planned, an appropriate recommendation to formalise correction action and/or a change in the implementation structure, should be made.

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to partners and national governments while in others it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category is established as a simple average of the two.

The Review will assess the effectiveness of project management to-date with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive project management should be highlighted.

Adaptation Fund	The Review should consider the extent to which the evaluand is being adapted in response to lessons and reflections during implementation; and the extent to which the intervention supports the use, development, or diffusion of innovative practices, tools, or technologies to improve or

[26] During 2023 UNEP is reviewing its Partnership Policy and Procedures and a future version is expected to include a requirement for risk mitigation against weak performance among partners.

	accelerate Climate Change Adaptation.
Global Environment Facility	For internally executed projects the Review Consultant should review whether the segregation of responsibilities meets the GEF requirements[27] (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.

x. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners; duty bearers with a role in delivering project outputs; target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life to-date and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

xi. Responsiveness to Human Rights and Gender Equality (for Adaptation Fund, read 'Equity'; for GCF, read 'Gender Equity')

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[28].

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular, the Review will consider the extent to which project implementation has taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

Adaptation Fund	The Review should consider the extent to which the project's design and implementation includes input of the designated authority (DA) and vulnerable groups such as women, youth, persons with disability, Indigenous Peoples, minorities, and other potentially marginalized groups or locations. It also encompasses the degree to which the intervention reduced or perpetuated

[27] GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (2019).

[28]The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

	inequalities, and how equitably benefits were accrued to vulnerable groups.

xii. Environmental and Social Safeguards (for Adaptation Fund, read Human and ecological sustainability and security')

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements[29] were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken.

The Review will also consider the extent to which the management of the project is minimising UNEP's environmental footprint.

xiii. Country Ownership and Driven-ness

The Review will assess the quality and degree of engagement of government / public sector agencies in the project to-date. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. This ownership should adequately represent the needs and interests of all gender and marginalised groups.

xiv. Communication and Public Awareness

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gender or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the plans to sustain, handover or decommission the communication channel at the end of the project.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

(This section has both standard text and parts that are specific to the project, to be filled in)

[29] For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the Review Consultant maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.

The findings of the Review will be based on the following: [This section should be edited for each review]

(a) A **desk review** of:

Relevant background documentation, inter alia: *PRODOC, CEO ER, updated baselines, and project document from 2023*

Original Project Document and Appendices

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;

Evaluations/Reviews of similar projects.

(b) **Interviews** (individual or in group) with:

- UNEP Project Manager[30] and team members; *Kavita Sharma (Task Manager), Peerayot Sidonrusmee (Programme Management Assistant)*
- Representatives of Implementing Agencies and National Governments etc; *Director General of Spatial Planning, Executive Director, KEMITRAAN, PMU and PIU staff, BAPPEDAS*
- UNEP Fund Management Officer (FMO) *Paul Vrontamitis*
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(c) **Field visits:** *Provinces of Riau, Jambi and West Sumatra, Indonesia*

(d) **Other data collection tools**: If needed, to be decided by the Review Consultant at the inception phase

10. Review Deliverables and Review Procedures

See Annex 1 of these TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

Inception Report: (see Annex 3 of these TOR for guidance on structure and content) containing confirmation of the results framework and Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

Preliminary Findings Note: typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

Draft and Final Review Reports: (see Annex 4 for guidance on structure and content) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Review of the draft Review Report. The Review Consultant will submit a draft report to the UNEP Project Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Project Manager

[30] For GEF funded projects, UNEP Project Manager refers to the Task Manager.

will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Project Manager for consolidation. The Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

At the end of the review process and based on the findings in the Review Report, the UNEP Project Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned**.

11. The Review Consultant

The Review Consultant who will work under the overall responsibility of the UNEP Project Manager ***Kavita Sharma*** in consultation with the Head of Branch/Unit ***Johan Robinson*** and Fund Management Officer, ***Paul Vrontamitis***. The consultant will liaise with the Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Partners), organize online surveys, and any other logistical matters related to the assignment. The Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 6 months, from 15 July 2024 to 15 January 2024, and should have the following: a Masters/Advanced degree University degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the UNEP Project Manager, for overall management of the Review and timely delivery of its outputs, described above in Section 10 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

12. Schedule of the Review

The table below presents the tentative schedule for the Review.

Table 3. Tentative schedule for the Review

Milestone	**Tentative Dates**
Inception Report	25 July 2024
Review Mission	20 August -29 August 2024
E-based interviews, surveys etc.	15 July- 15 August 2024
PowerPoint/presentation on preliminary findings and recommendations	5 October 2024

Draft Report to UNEP Project Manager	5 October 2024
Draft Report shared with the wider group of stakeholders	1 November 2024
Final Main Review Report	20 November 2024
Final Main Review Report shared with all respondents	15 January 2024

13. Contractual Arrangements

The Review Consultant will be selected and recruited by the UNEP Project Manager under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. Consultants who carry out a Mid-Term Review may not be contracted for a Terminal Review of the same evaluand. All consultants are required to sigh the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the UNEP Project Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Consultant:

Deliverable	**Percentage Payment**
Approved Inception Report ***(as per Guidance Note)***	30%
Approved Draft Main Review Report ***(as per Guidance Note)***	30%
Approved Final Main Review Report ***(as per Report Template)***	40%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the UNEP Project Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultants may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the UNEP Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX X. GEF PORTAL INPUTS *(for GEF funded projects)*

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table 11: GEF portal inputs

Portal Entry: What is the performance at the project's mid-point against Core Indicator Targets? *(For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[31])*
Response: GEF8_Core_Indicator_Reporting_Templa *see annex XII as separate excel attachment*
Portal Entry: What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/programme? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
Response: The project has carried out a number of stakeholder engagement activities across diverse stakeholder groups with good gender representation and including local and indigenous communities. In addition, various methods ranging from surveys, handed out questionnaires, meetings and focus group discussions have been employed. However, the concurrent implementation of numerous work packages over a short time-period resulting in intensive stakeholder engagement i.e. high frequency, back-to-back or overlapping across different topics, over a very short time-period (2 months) has meant that the effectiveness of some of these engagements has been affected. For example, affecting stakeholder fatigue, confusion, and potential missed linkages and alignments due to inconsistency in the participation and input provided by institutions. Furthermore, given much of the stakeholder engagement in recent times of the project has been carried out by subcontractors, and significant time has passed since initial bilateral discussions with critical stakeholders, most stakeholders met during the review were not familiar with the occurrence or status of implementation of the RIMBA project. Once project objectives were explained however, all expressed their interest and support for the project, acknowledged its alignment with their institutional activities/priorities and expressed a desire to be more meaningfully engaged then simply requests for data or as a passive participant in meetings. Hence, while there has been good efforts and multiple forms of engagement with diverse stakeholder groups in recent months, there is scope to increase the effectiveness of these engagement activities, to ensure more meaningful participation of stakeholder groups and to assure alignment with critical ongoing government planning phases and initiatives. (Paragraphs 84-86; pp. 40-41)
Portal Entry: What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*
Response: The project provided a comprehensive understanding of gender differences in roles, priorities and needs as they relate to land and resource use as well as in indigenous communities, in the ProDoc. It includes a sex disaggregated and indigenous people indictors in its framework and presents sex disaggregated data in project progress reports. The project has participatory land use planning

[31] This does not apply to Enabling Activities

approaches embedded into its design and intends to ensure FPIC practices where appropriate. The importance of ensuring Indigenous People are considered and FPIC practiced by the project was further reinforced by stakeholders during the inception phase of the project. Work packages have confirmed their consideration of Indigenous Peoples' priorities and rights in their implementation and have made efforts to identify, engaged directly or obtain information from proxies (eg. government agencies acting on behalf of IPs) or local NGOs, during the implementation of their activities. Currently, the project is averaging a 71%:29% Male: Female ratio in its meetings, which is in line with the countries gender policy. Separating this into Jakarta and the provinces, the project is exceeding national policy requirements (60%:40%) in Jakarta, but unsurprisingly at a more rural level female representation is reduced slightly (74%:26%). (Paragraph 87; pp.41)

Portal Entry:

1- *Provide an overall ESS risk classification to be entered into the portal as either Low, Medium/Moderate, or Hight/Substantial). Please reach out to UNEP Safeguards Advisor.*
2- *Provide updates on any revisions to identified types of risk classifications/ratings and describe progress made in the implementation of the management measures as outlined in the CEO Endorsement/Approval. Please make reference to any PIR-reported ESS risks.*
3- *Provide supporting documents*

Response: As a pre-2016 project, the UNEP Environmental, Social and Economic Review Note or Safeguard Risk Identification Form (SRIF) was not carried out during project design and so no overall safeguard risk rating was provided. Instead, a UNEP safeguard checklist along with identified mitigation measures was developed (Appendix 15 ProDoc). During the inception period, and using the MTR safeguards assessment template provided by the UNEP evaluation office and applying the SRIF risk assessment impact-probability matrix and guidelines, the project has been allocated moderate risk, which is aligned with the projects assessment during the updated safeguard assessment in PIR 2022. The re-assessment at MTR shows no new risks identified with mitigation measures still valid. Given the project does include (although not yet started) providing supporting data and documentation to the government with regard to involuntary relocation, this must be flagged for stringent monitoring so that the proposed mitigation measures emphasising the need for FPIC and best practices must be applied. To date, there have been no safeguard issues arising. (Paragraph 88; pp. 41-42; Annex XIV; pp.83)

Portal Entry: What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions. *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Response: Communication and public awareness of the RIMBA corridor project to date has been relatively limited, a communication officer however has been assigned and work is ongoing. The project has carried out an inception meeting open to the public, has developed meting materials such as banners, and is in the process of developing project branding and marketing standard operating procedures. It currently has a temporary repository for project documents, meeting minutes etc., while it is in the process of developing an online knowledge management information system. Currently all communication about the project is done via the ATR/BPN social media, where the occurrence of this MTR and the importance of RIMBA were communicated recently (paragraph 91; pp.42; Annex VIII- pp.70-71).

Portal Entry: *What are the main findings of the review?*

Response: Although limited progress towards outputs and mid-term targets by the project's mid-term, as a result of good adaptive management and a strong and dedicated project team, the project has fully

commenced. All signs are present that indicate progress towards outputs is well underway and that through projects efforts as well as an externally enabling environment, project outputs are likely to be up taken. This project is both timely and highly aligned with the country's priorities and initiatives. It has strong stakeholder support and interest with a high level of country drive-ness and ownership. The demonstrated commitment and ongoing initiatives for green economic growth by the government, will further support the sustainability of project outcomes, beyond the projects time-frame. There are some areas however that could be improved to increase the overall effectiveness and delivery of the project's outputs and outcomes, such as improved coordination across work packages and improving the efficiency of some project administration areas. (pp. 43-48; Table 7; pp.45-48)

***Portal Entry**: Actual Sources of Co-financing*

Response: The PMU have been allocated office space in the ATR and BAPEDDA have been supporting the administrative process in facilitating the movement of the PIUs into their Provincial offices- which is currently in process.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount ($)
Recipient Country Government	Ministry of Agrarian and Spatial Planning	In Kind	Recurrent expenditures	163,900
Recipient Country Government	BAPEDDA Jambi Province	In Kind	Recurrent expenditures	20,328
Recipient Country Government	BAPEDDA Riau Province	In Kind	Recurrent expenditures	14,676
Recipient Country Government	BAPEDDA Sumatera Barat Province	In Kind	Recurrent expenditures	36,652

Portal Entry: Key Risks (please refer to ANNEX XI)

ANNEX XI. GEF RISKS TO ACHIEVING PROJECT OUTCOMES *(for GEF funded projects)*

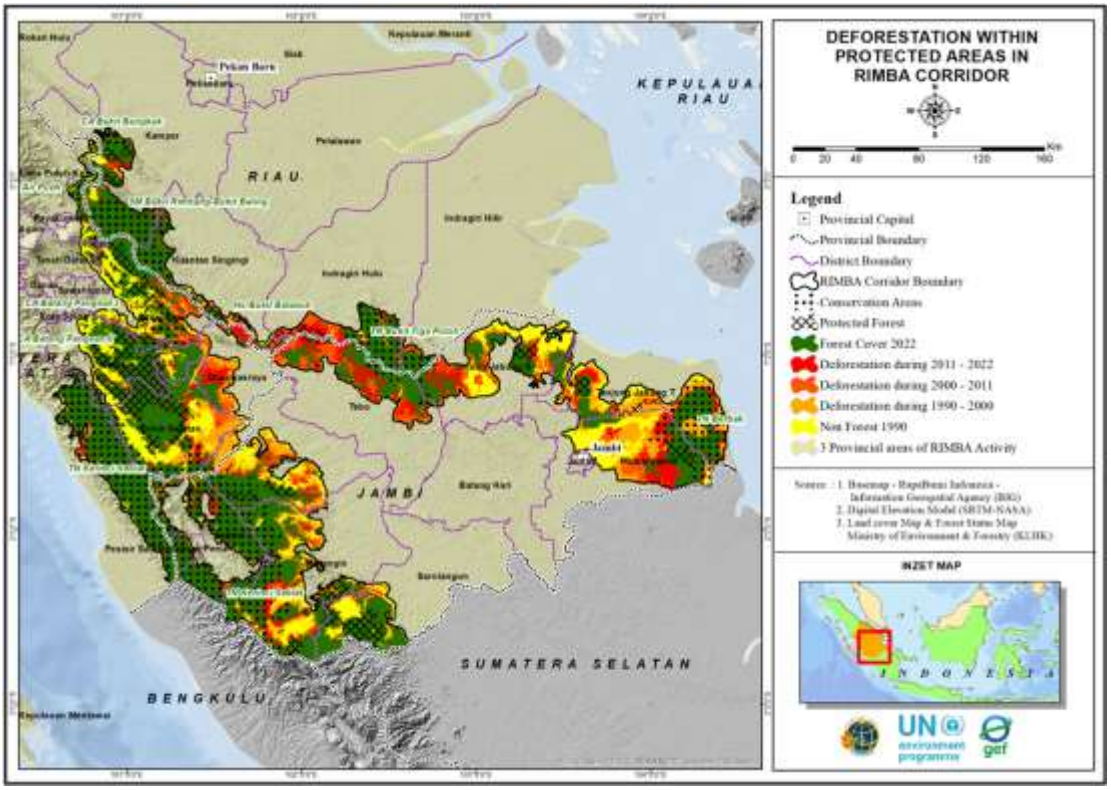
RISK CATEGORIES	RATINGS	ASSESSMENT AND MITIGATION MEASURES
		CONTEXT
Climate	Moderate	In overall terms it is expected that climate change will lead to an average increase in rainfall and rainfall intensity in Jambi province. At the same time the frequency and severity of El Nino years appears to be increasing leading to periods of drought when fires risk is especially high – particularly in the extensive area of peatlands. To the extent that these climate processes are linked, there is a risk that GHG emissions may increase through incidence of fire in peatland forests. The project will work with fire communities to address increase incidences of peatland fires.
Environment and Social	Moderate	This project will have positive environmental impacts, as with any changes in livelihoods or land use, in this case the project supporting sustainable land use, there comes risks of displacement of users in particular marginalized and vulnerable communities. The project has embedded participatory land use planning and FPIC procedures, as well as piloting livelihood opportunities to potentially mitigate these risks. Gender and indigenous people considerations (and indictors) are included into project activities and outputs.
Political and Governance	Low	There is strong political will for the country's transition to a green economy and this is embedded into its national policy and provinces are mandated to align their local plans with national priorities. This political will for green economy development and the political mandate at a provincial level for their implementation, is essential to integrate green economic development it decision-making and planning with regards to RIMBA and for biodiversity protection across for the RIMBA landscape. Having the EA as the agency responsible for institutionalizing the spatial aspects and zonation of the RIMBA Corridor along with ensuring RIMBA outputs are aligned with national plans and indicators, will all mitigate any potential political risks. Furthermore, the planned establishment of a supra-judicial governance model for RIMBA comprising multi-sectors, is critical for green economic transformation.
		INNOVATION
Institutional and Policy	Low	The risk from institutional and policy challenges to create an enabling environment for the up take of RIMBA outcomes is relatively low. There are several enabling regulations and policies that existing and are ongoing that will support the initialization of the RIMBA Corridor and its objectives. These include government mandates for biodiversity mainstreaming across sectors, the recently enacted forest preservation categories, revision of budget lines to allow for green economy budget allocations and the alignment of management objectives with national green economy indicators. The project also aims to mitigate any reluctance in behavioural change by provincial and local stakeholders, government, private sector and/or local communities, by ensuring they are meaningfully engaged in the land use planning process, increasing awareness of good practices, and demonstrating benefits from applying green economy-related development activities.
Technological	Low	Any technology implementation by the project comes with low risk, for the most part these will be low cost and well tested methodologies such as canal drainage restoration, or will be based on sound research and best practices and building capacity in the appropriate agency for integration, as in the case of recommendations for road infrastructure eco-designs to improve habitat connectivity and wildlife movements.
Financial and Business Model	Moderate	The risks for financial stability beyond the project are moderate. Efforts are ongoing by the country to align green economy terminology with budget lines to enable sectors to receive budgets to support green economic development activities. Given the delay in project implementation, many of the initiatives planned to support sustainable financing mechanisms are no longer running, the project therefore is engaging with new initiatives such as the BioCarbon Fund. In addition, the project has embedded feasibility analyses of payment for water into its design. Despite government efforts to step up commitment for

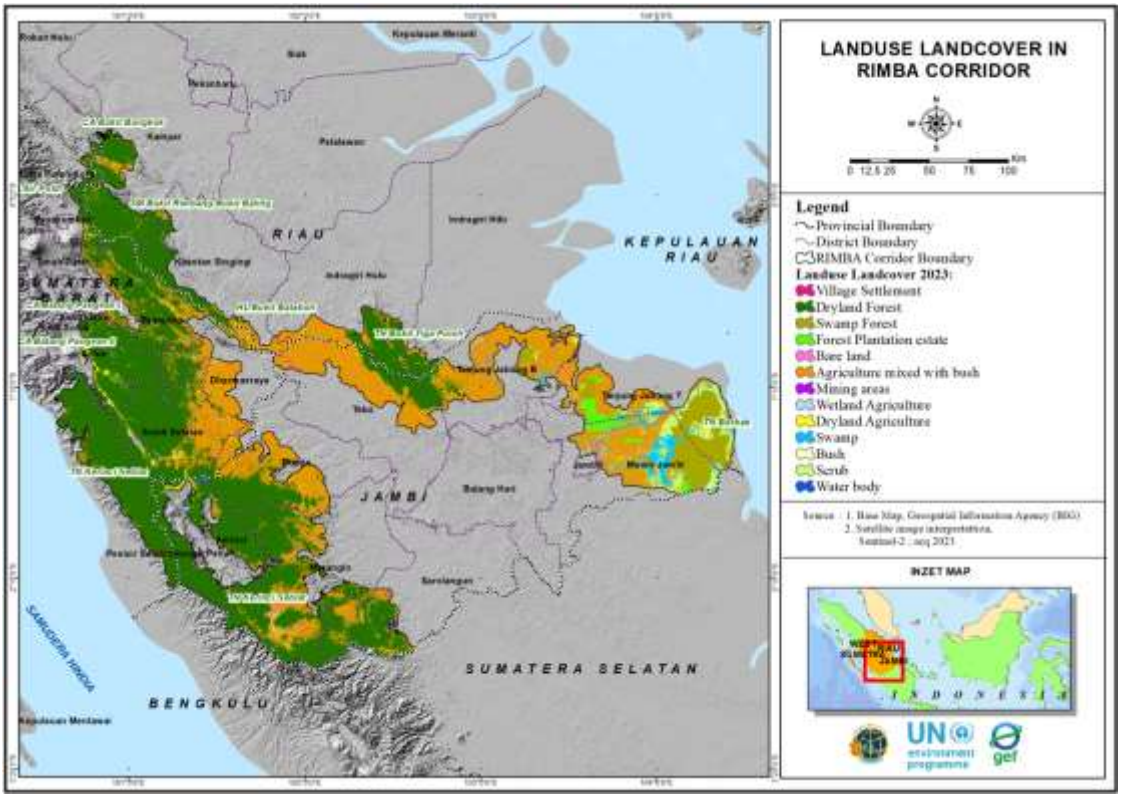
		financing green economic development with state budgets, it is unlikely that they can be increased sufficiently to meet the needs required to implement the proposed RIMBA management objectives in the ground at the local level and would therefore require additional external funds. However, the significant in-kind cofinancing secured by the project by government partners supports the project GEF funds.
EXECUTION		
Capacity for Implementation	Low	The project is occurring at a very timely period for the country where several initiatives supporting sustainable and green economic development are ongoing, including a multi-sectoral capacity building initiative (independent of the project). While there is wide knowledge of Green Economy across stakeholders groups, there remains little substantive knowledge or understanding of what green economic development entails. The project intends to mitigate this by ensuring there is good sensitization and awareness of the RIMBA project and its objectives, and through communication and outreach that aims to increase an understanding of green economic development and its benefits across a wide range of stakeholder groups. Project stakeholders will also be involved in capacity building initiatives and training for implementing supportive activities. The project team has existing capacity, and deep knowledge of the RIMBA Corridor which will help support these initiatives and ensure effective demonstration of green economic development across pilot sites. Knowledge management and sharing lessons learnt is embedded into the project's design.
Fiduciary	Moderate	The project is meeting is UNEP/GEF financial procedures and the project has undergone a financial audit by an independent auditor. There are some government procedures to access project funds which are impacting the effectiveness and efficiency or project implementation. To mitigate this the project is developing a project management manual where clear guidelines for aligning government procedures with those required by the donor.
Stakeholder	Moderate	The appropriate identification and engagement of project stakeholders is critical for the success of this project and for a green economy. Stakeholders need to be identified and engaged across three levels-national, provincial and local, and across different sectors. Institutional and behavioural changes critical to meet project outcomes, can only come about with effective stakeholder engagement. The project is employing several methods to ensure the appropriate involvement of women, Indigenous People and other marginalized groups, such as participatory land use planning. Employing FPIC as intended, will ensure social safeguards are in place. The establishment of a multi-sectoral steering committee and supra-jurisdictional multi-stakeholder governance authority for RIMBA along with the meaningful participation of the different stakeholder groups via workshops, focus group discussion and field visits, will help mitigate any risks as a result of stakeholder support.
Other	N/A	None
Overall Risk Rating	Low-moderate	Overall, the project's residual risks in meeting its outcomes has been rated low-moderate, with the mitigation of the risk for of sustainable financing being challenging, but all other moderate risks, are already in the process of being mitigated through project activities or intend to be as the project progresses.

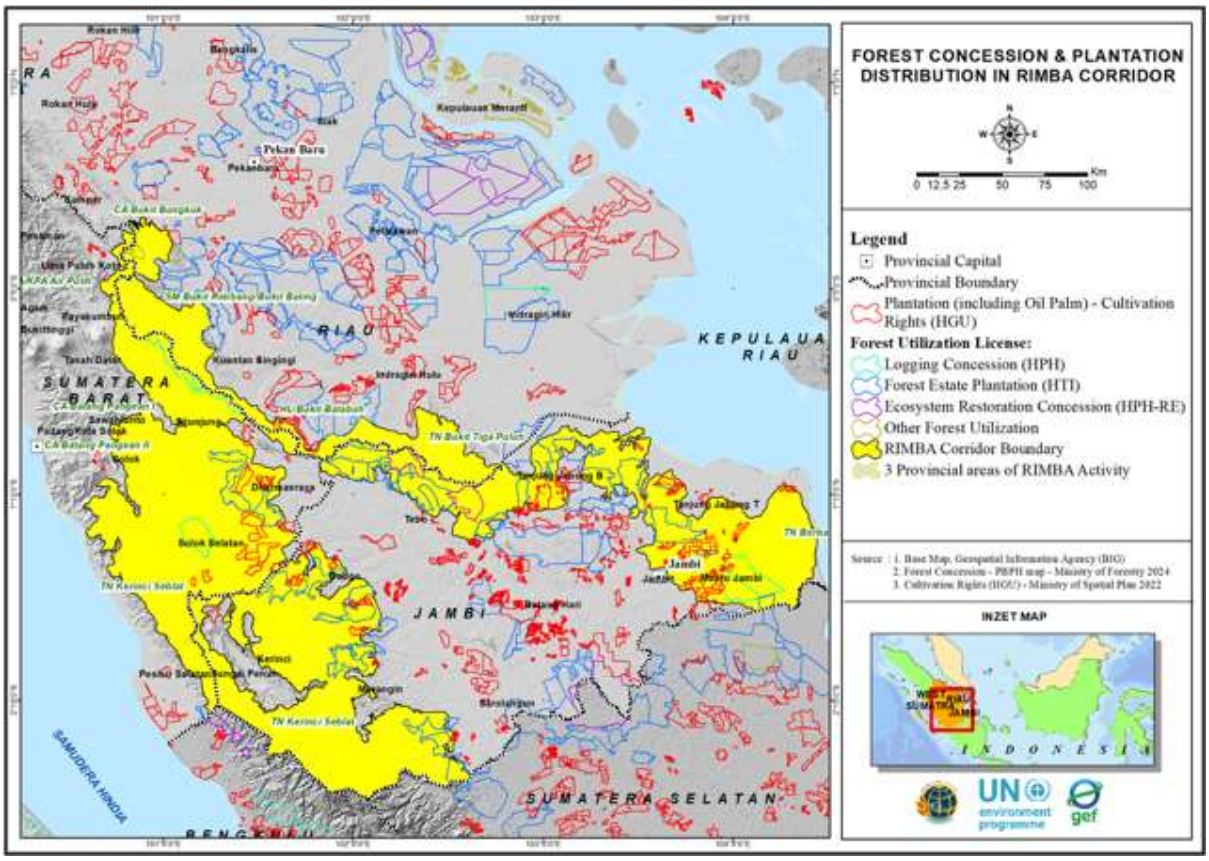
ANNEX XII. GEF CORE INDICTORS TRACKING TOOLS

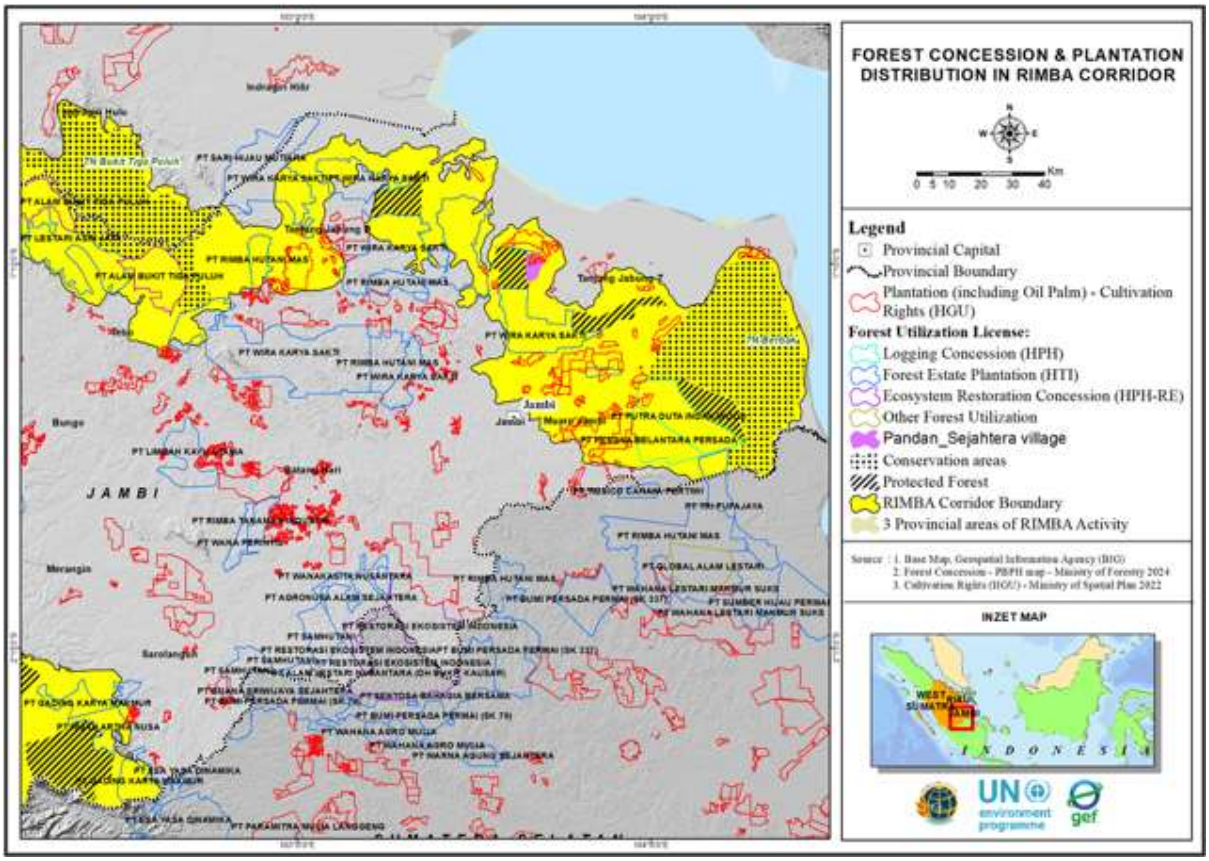
Submitted as sperate excel attachment

ANNEX XIII. MAPS SHOWING UPDATED SPATIAL BASELINES OF THE PROJECT






FOREST CONCESSION & PLANTATION DISTRIBUTION IN RIMBA CORRIDOR
0 12.5 25 50 75 100 Km
Legend
Provincial Capital
Provincial Boundary
Plantation (including Oil Palm) - Cultivation Rights (HGU)
Forest Utilization License:
Logging Concession (HPH)
Forest Estate Plantation (HTI)
Ecosystem Restoration Concession (HPH-RE)
Other Forest Utilization
RIMBA Corridor Boundary
3 Provincial areas of RIMBA Activity
Source : 1. Base Map, Geospatial Information Agency (BIG)
2. Forest Concession - PB/PH map - Ministry of Forestry 2024
3. Cultivation Rights (HGU) - Ministry of Spatial Plan 2022
INZET MAP
JAMBI
SUMATERA SELATAN
RIAU
KEPULAUAN RIAU
SUMATERA BARAT
BENGKULU
SAMUDERA HINDIA
INDONESIA
UN environment programme
gef


FOREST CONCESSION & PLANTATION DISTRIBUTION IN RIMBA CORRIDOR
0 5 10 20 30 40 Km
Legend
Provincial Capital
Provincial Boundary
Plantation (including Oil Palm) - Cultivation Rights (HGU)
Forest Utilization License:
Logging Concession (HPH)
Forest Estate Plantation (HTI)
Ecosystem Restoration Concession (HPH-RE)
Other Forest Utilization
Pandan_Sejahtera village
Conservation areas
Protected Forest
RIMBA Corridor Boundary
3 Provincial areas of RIMBA Activity
Source : 1. Base Map, Geospatial Information Agency (BIG)
2. Forest Concession - PB/PH map - Ministry of Forestry 2024
3. Cultivation Rights (HGU) - Ministry of Spatial Plan 2022
INZET MAP
JAMBI
INDONESIA
UN environment programme
gef

ANNEX XIV. UNEP MTR SAFEGUARDS ASSESSMENT TEMPLATE

Identified Safeguard Standards Risks	Mitigation / avoidance/ management approach	Supporting documentation
1.7 Reduced quality or quantity of ground water or water in rivers, ponds, lakes, other wetlands?	The canal blocking envisioned towards restoring basic hydrology in reclaimed peat swamps would require a regional hydrology study and masterplan including assessing the environmental and economic. infrastructure works involved. Although the blocking is meant to reverse the degradation of peatbsoils and domes, it is the GEF project role to develop the ToR for proper EIA as well as support design of peatland restoration, which would be implemented by government and private program partner. Work has not	ProDoc Appendix 15, PIRs; meeting minutes
1.8 Reforestation, plantation development and/or forest harvesting?	Reforestation and restoration to improve forest connectivity across the RIMBA corridor is an key element of the project. To achieve this, tree nurseries must be developed. The tree nurseries in support of restoration and reforestation and will be developed with local communities and sites will be selected strategically chiefly natural materials. Good site selection should avoid any potential environmental impacts including the use of safe agrochemicals. The project will work with communities and the Forest management units to ensure current small plantations and existing forest harvesting practices are sustainable. Sustainable use of natural resources is a critical element of a Green Economy approach.	ProDoc Appendix 15, PIRs; meeting minutes
2.6 Carbon sequestration and reduction of greenhouse emissions, resource-efficient and low carbon development, other measures for mitigating climate change?	Enite project, peatland restoration.	ProDoc Appendix 15, PIRs; meeting minutes
4.1 the design, construction, operation and/or decommissioning of structural elements such as new buildings or structures (including those accessed by the public)?	The project does have some infrastructure elements to its implementation for example, related to road construction the development of tree nurseries, canal blocking envisioned towards restoring basic hydrology in reclaimed peat swamps. However, environmental impact mitigation measures are embedded into project design- such as the eco-road construction and EIA development and application. The main purpose of the eco-road construction is to modify more traditional road design and implementation towards wildlife and ES friendly design, location and greening of wildlife corridors/bridges/culverts, which will strengthen rather than impact ecology	ProDoc Appendix 15, PIRs; meeting minutes
6.1 full or partial physical displacement or relocation of people (whether temporary or permanent)?	The project will comply and apply the very comprehensive safeguards on involuntary relocation of the IFCin accordance with IFC Safeguards, has been implemented in collaboration with the Bukit Batabuh Protection Forest FMU to relocate the estimated 100 households illegally located within Protection Forest	ProDoc Appendix 15, PIRs; meeting minutes
7.1 areas where indigenous peoples are present, or uncontacted or isolated indigenous peoples inhabit or where it is believed these peoples may inhabit?	The rights of local communities and indigenous peoples, including existing land tenure practices recognized by the existing laws, will be maintained by the project. Although indigenous people live in the RIMBA Corridor none are found in the three field Cluster investment areas The project will conduct participatory community mapping to identify any indigenous people groups, resources and needs as part of the PLUP methodology being an integral part of the Cluster programs.	ProDoc Appendix 15, PIRs; meeting minutes