

# INTERNATIONAL TROPICAL TIMBER ORGANIZATION

## ITTO

### PROJECT DOCUMENT

TITLE	CRITICAL UPLIFTMENT OF LOCAL LIVELIHOODS: URGENT ACTIONS FOR COMMUNITY-BASED CONSERVATION AND DEVELOPMENT IN UPPER BARAM, SARAWAK, MALAYSIA
SERIAL NUMBER	PP-A/60-367
COMMITTEE	REFORESTATION AND FOREST MANAGEMENT
SUBMITTED BY	GOVERNMENT OF SARAWAK, MALAYSIA
ORIGINAL LANGUAGE	ENGLISH

#### SUMMARY

The Upper Baram Forest Area (UBFA), scattered over an area of 283,500 hectares, consists of 32 communities from various ethnic groups, of which Penan (20), Kenyah (8), Kelabit (3) and Saban (1) with diverse cultures, norms and different social settings and urgent needs. The UBFA holds immense significance due to its rich biodiversity, critical role in maintaining ecological balance, and its importance as a vital resource for local communities' livelihoods. This project is committed to urgently addressing the pressing livelihood needs of affected ethnic groups in 32 communities in the UBFA.

The project's direct beneficiaries are the Penan, Kenyah, Kelabit and Saban indigenous communities in the Upper Baram Forest Area, Sarawak. The project will help to enhance the management of the UBFA project and uplift the local community's livelihood in line with the ITTO project PD 902/12 (F). which was submitted by the government of Malaysia and partially funded by Swiss et al. in 2021. The socio-ecological system of UBFA is highly complex and requires in-depth study to identify gaps and provide a suitable approach to address the current conflict in the area. The multiple land uses within UBFA involve various stakeholders with different needs and purposes; therefore, understanding and guidelines need to be developed for sustainable use of resources and implementation of the conservation effort. This could be achieved with the Sarawak government policy on mandatory forest management certification for all long forest timber licenses and other relevant policies in place.

The project would also involve the women's group in the diversification of the livelihood strategies in the area through training and capacity building in related fields. The ITTO Guidelines on Gender Equality and Empowering Women (GEEW) is intended to introduce gender integration in this project to empower women in land use and development planning and resource management to achieve gender equality, as stated in SDG 5.

EXECUTING AGENCY                      FOREST DEPARTMENT SARAWAK

DURATION                                      12 MONTHS

APPROXIMATE  
STARTING DATE                              April 2024 (Planned)

BUDGET AND PROPOSED SOURCES OF FINANCE	Source	Contribution in US\$
	<b>ITTO</b>	<b>139,039.24</b>
	Gov't of Sarawak, Malaysia	<b>150,000.00</b>
		(Government of Japan) (In-kind)
	<b>TOTAL</b>	<b>289,039.24</b>

Project Brief

The Upper Baram Forest Area, over an area of 283,500 hectares in Sarawak, Malaysia, is one of the last remaining tropical rainforests in the world, with a high level of biodiversity and rich forest resources for both the local communities and the wider world, providing a range of important ecosystem services and resources. However, Upper Baram, Sarawak, is known to be prone to several natural disasters, including floods, landslides, and forest fires. Floods are common during the rainy season, typically lasting from October to March. In May 2021, incessant and heavy rainfall caused flooding in the upper Baram district, resulting in road closures and evacuations of residents from affected longhouses and villages. Landslides are also a concern in the region's hilly terrain, particularly during the rainy season. The recent landslides in the Upper Baram Forest area have severely disrupted the essential road networks, connecting the UBFA area to the rest of Sarawak. Forest fires are another natural disaster that can occur in the region, particularly during the dry season. In 2019, several forest fires were reported in the upper Baram Forest area, leading to air pollution and health concerns for local communities. The region's challenges include a sudden outbreak of malaria infection that occurred in early 2023. Forest operations directly impact the local communities in the UBFA, as their villages are situated within concession areas or adjacent to them. In addition to that, the multiple land uses within UBFA involve various stakeholders with different needs and purposes. This has led to conflicts over resource allocation involving the government, timber companies, and even local communities; hence, understanding and guidelines must be developed to sustain resource use and implement the conservation effort. Given this, urgent action is required to improve their livelihoods, promote conservation, encourage responsible forest management practices, mitigate environmental degradation, and safeguard the region's natural resources for future generations.

With the support of the Sarawak government, the project responds to the urgency of addressing some of the local communities' concerns about their sustainable livelihood and the efforts for conservation. Through the project, the area to be managed for sustainable use could be further defined to enable practical and effective management. The project will also identify the level of dependency of local communities on natural resources and their capacity to undertake community conservation. In addition, this project could complement the Sarawak state government livelihood program for some of the areas yet to be reached by such programs, such as minor infrastructure upgrading in the remote regions of the UBFA.

This project will help to enhance the management of the UBFA project and uplift the local community's livelihood in line with the ITTO project PD 902/12 (F) and PP-A/59-352. The socio-ecological system at UBFA is highly complex and requires in-depth study to identify gaps and provide a suitable approach to address the current conflict in the area.

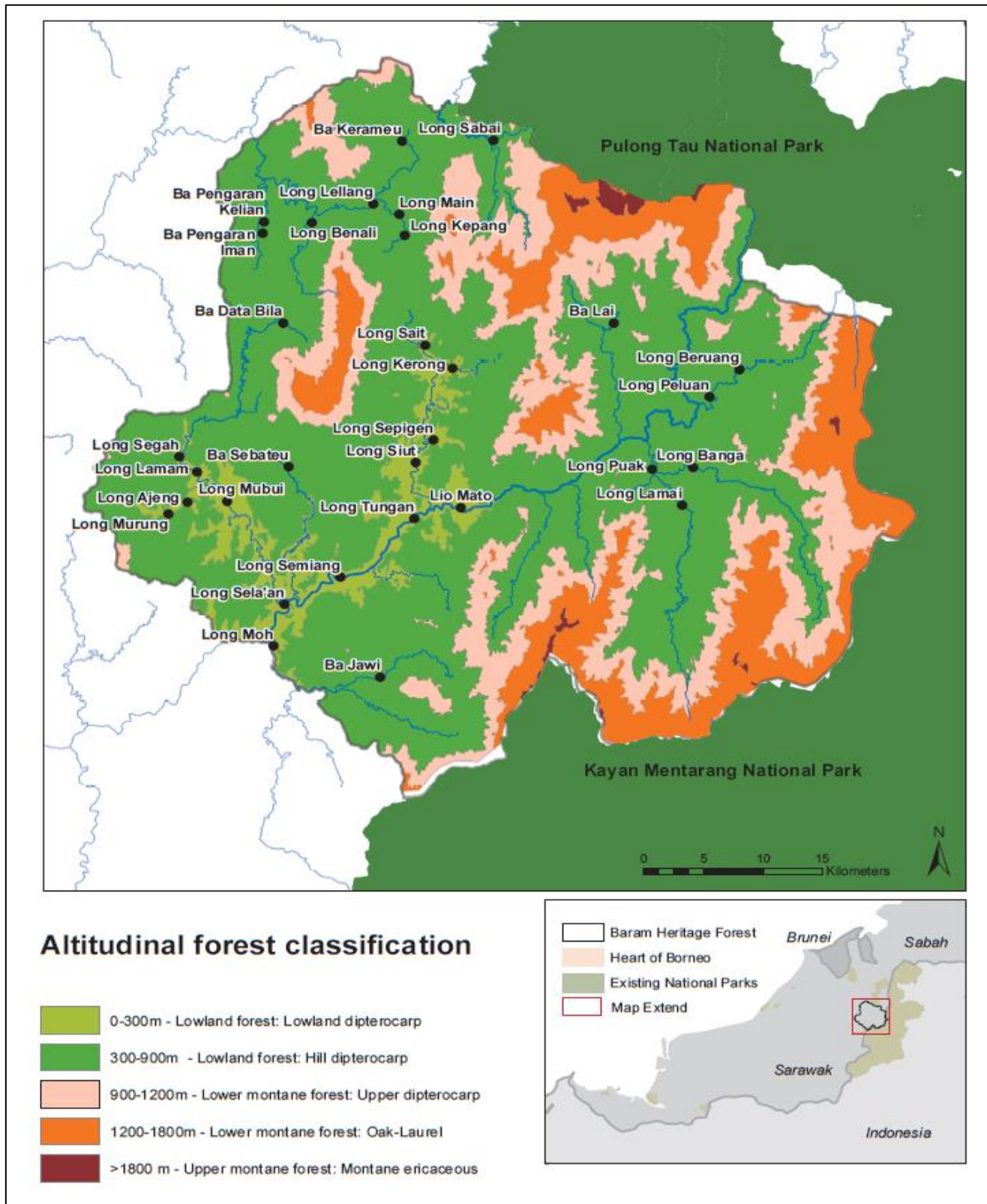
The project budget proposed is US\$ 300,000, comprising ITTO contribution of **US\$139,039.24** and US\$150,000.00 of GoS contribution (in kind).

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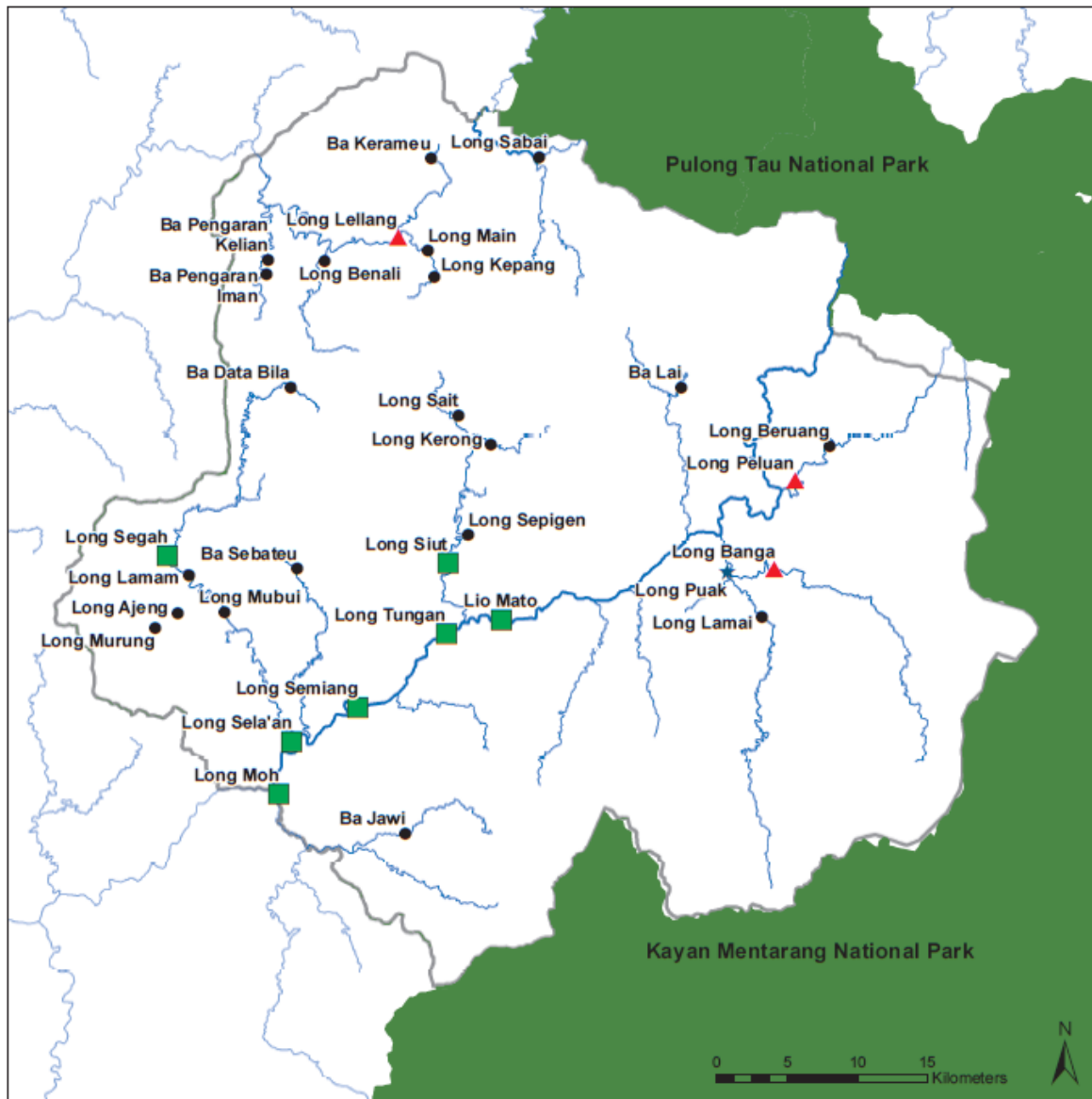
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## List of Abbreviations and Acronyms

BMF	:	Bruno Manser Fund
C&I	:	Criteria and Indicators
CF (prop)	:	Communal Forests (proposed)
EA	:	Executing Agency
EIA	:	Environmental impact assessment
FDS	:	Forest Department Sarawak
HoB	:	Heart of Borneo
IMP	:	Integrated Management Plan
FMU	:	Forest management unit
FMC	:	Forest management certification
ITTA	:	International Tropical Timber Agreement
ITTO	:	International Tropical Timber Organization
IUCN	:	International Union for the Conservation of Nature
KMNP	:	Kayan Mentarang National Park
MPI	:	Ministry of Primary Industries
MUDeNR	:	Ministry of Urban Development and Natural Resources
NCR	:	Native Customary Right
NGO	:	Non-governmental Organization
NTFP	:	Non-Timber Forest Products
PC	:	Project Coordinator
PFE	:	Permanent forest estate
PL	:	Project Leader
PMU	:	Project Management Unit
PTNP	:	Pulong Tau National Park
PSC	:	Project Steering Committee
RECODA	:	Regional Corridor Development Authority
RIL	:	Reduced impact logging
RTP	:	Rural Transformation Programme
SCORE	:	Sarawak Corridor of Renewable Energy
SFD	:	Social Forestry Division of FDS
TBCA	:	Transboundary Biodiversity Conservation Area
TOR	:	Terms of Reference
UBFA	:	Upper Baram Forest Area
YPO	:	Yearly Plan of Operation

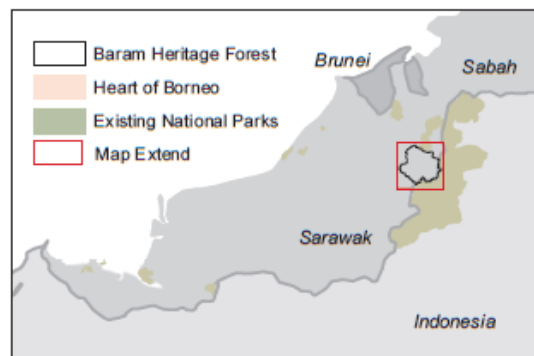


**Map 1: Forest types and local settlements along rivers in the project site**



## Ethnic

- Eastern Penan
- ▲ Kelabit
- Kenyah
- ★ Saban



Map 2: UBFA showing the distribution of ethnic groups

## PART 1. CONTEXT

### 1.1 Origin

This project spins off from the Upper Baram Forest Area (UBFA) project with a total funding of US\$ 556,083. To complement this initiative, the Japanese government generously made the decision to contribute US\$ 258,000 to implement activity-based projects focused on community-based forest management, infrastructure assistance and landscape restoration in the UBFA area, which is currently being implemented for a period of one year starting March 2023 and to be extended to October 2024. This new proposed project would enhance the conservation effort and community development that has been initiated under the two ITTO-funded projects.

There are 32 villages within the UBFA geographically scattered across the 283,500 hectares project area consisting of 20 Penan villages, 8 Kenyah, three kelabit and 1 Saban. Many lack proper road access and basic facilities and depend on forest resources for their subsistence needs and source of income. Of the total 283,500 ha in the UBFA, 65,000 ha is agricultural land and settlements, 139,000 ha is under five timber licenses, of which 79,000 ha is primary forest (within timber licenses). The 79,000 ha of primary mixed dipterocarp forest block is the largest remaining forest in Sarawak, which the penan has always protected from any logging activities. It is also serving as the core zone of UBFA. Logging activities have always been the primary source of conflict between the timber companies and local communities.

The fundamental problems that concern the local communities are (i) uncertainties of land tenure over native customary right (NCR) lands, (ii) long-standing land disputes, (iii) impacts of logging on the environment and forest, (iv) lack of benefits and transparency from the timber company, (v) lack of opportunities for sustainable development and alternative income, and (vi) lack of capacity building and skills to engage in new sustainable economic activities. Empowering the communities is essential to build capacity through training and active participation since they are the principal target groups and beneficiaries.

This community-initiated integrated management concept is consistent with the present government's policy and aspirations to strengthen governance on environmental protection and biodiversity conservation, and sustainable development and livelihood improvement under the rural transformation programme (RTP), which has the support of the current Premier of Sarawak Datuk Sri (Dr.) Haji Abang Zohari bin Tun Abang Haji Openg since taking office in 2017.

This proposed project will lend support to the empowerment of local communities in forest management and landscape restoration and conservation and contribute towards sustainable forest management, which includes logistic functions to support project implementation, environmental education, eco-tourism, training, and essential infrastructure development to improve their livelihoods.

### 1.2 Relevance

#### 1.2.1 Conformity with ITTO's Objectives and Priorities

##### a. ITTA 2006

The proposed project's concern on environmental protection, land tenure, rural community livelihood and sustainable development is consistent with the International Tropical Timber Agreement 2006 in the following context:

- Article 1 (c): contributing to sustainable development and poverty alleviation.

The project will introduce sustainable livelihood strategies through training to build capacity to enhance skills in implementation and employment, leading to food security and regular incomes. Conservation will be assured when dependence on the forest is reduced.

- Article 1(n): strengthening the capacity of members to improve forest law enforcement and governance and address illegal logging and related trade in tropical timber.

The project will empower local communities through a multi-stakeholders consultation framework to resolve to seek government support to resolve conflict.

- Article 1 (r): encouraging members to recognize the role of forest-dependent indigenous and local communities in achieving sustainable forest management and develop strategies to enhance the capacity of these communities to sustainably manage tropical timber producing forests.



This proposed project will support the recognition of community right to use forests, seek to resolve land use conflicts and provide opportunities for sustainable utilization and livelihood improvement through a platform for effective communication and cooperation between government, local communities, and other relevant stakeholders.

**b. ITTO Strategic Action Plan 2022 -2026**

The proposed project conforms to ITTO 's strategic priorities and crosscutting strategies, 2022–2026:

- Economies and tropical timber trade - Increase the contribution of the tropical forest sector to national and local economies and resilient livelihoods, including through the further processing and trade of tropical timber and other forest products and services.
- Resilience, restoration and conservation - Reduce tropical deforestation and forest degradation, enhance forest landscape restoration and the resilience of forest ecosystems to climate change, and conserve forest biodiversity and ecosystem services.

**c. ITTO/IUCN Guidelines for the Conservation and Sustainable Use of Biodiversity in Tropical Timber Production Forests**

In the project area, 139,000 ha (49%) are occupied by timber production forest under five timber licenses. The ITTO/IUCN guidelines define the principles, guidelines and priority actions for the conservation and sustainable use of biodiversity in tropical timber production forests. Some of the principles, guidelines and priority actions defined in the guidelines may also be applicable to biodiversity conservation and SFM in the UBFA, which include:

- Principle 3: Political commitment, policies, and laws  
Strong commitment from decision-makers and adequate national policies, laws and regulations are needed to ensure that forest management addresses biodiversity issues within forest management units as well as at the landscape and national levels.
- Principle 9: Biodiversity considerations at the forest management unit level  
An effective forest management planning process, in which economic, social, and environmental objectives are balanced in accordance with societal needs and priorities, is essential for setting and achieving biodiversity conservation and sustainable use goals.

**d. Joint ITTO-CBD Collaborative Initiative for Tropical Forest Biodiversity**

The proposed project is generally consistent with the objectives of the Joint ITTO-CBD Initiative with objectives nos. 2, 3, and 4:

- Conservation and sustainable management (Objective 2).
- Safeguarding forest biodiversity in logged-over forest and secondary forest through enrichment planting and intensified monitoring (Objective 3).
- Improving welfare of local communities and awareness on nature conservation and sustainable development (Objective 4).

These will be adequately addressed through the various outputs and activities.

Furthermore, the project will align with other ITTO policy guidelines including the following:

- Guidelines for forest landscape restoration in the tropics (2020)
- Environmental and Social Management Guidelines (2020)
- Gender equality and empowering women (2018)
- Voluntary guidelines for the sustainable management of natural tropical forests (2015)



### 1.2.2 Relevance to Malaysia's Policies

The project proposal conforms to Malaysia's National Policy (revised 1993) to conserve and manage the nation's forest based on the principle of SFM, protect the environment, conserve biodiversity and genetic resources, and enhance research and education. The proposed project supports the submission of country and regional policies on Sustainable forest management, forest landscape restoration and social forestry policies. The proposed project would contribute to achieving the Sarawak Post-Covid Development Strategic 2030 (PCDS 30) 2 of the three anchored pillars, namely (2) Environmental sustainability and (3) Social inclusivity.

For Sarawak, the project is especially relevant to the following:

- **Sarawak's Statement of Forest Policy (2019)**

The Sarawak Forest Policy is an official statement of the State Government on forestry and related issues for the needs of managing forest and marine in Sarawak, which consists of:

- a. Provision of sufficient forest area and marine ecosystems for the benefit of the present and future generations of Sarawak to:
  - i. Ensure sound environment and climate of the State, safeguarding of soil fertility and continuous supplies of water for domestic and industrial use, irrigation and general agricultural purposes, and prevention of damage by flooding and erosion of rivers and agricultural land.
  - ii. Supply in perpetuity all forest resources for the benefit of economy, agriculture, inland fisheries, domestic and other industries, and
  - iii. Maintain and preserve the marine ecosystem for the benefit of economy, fisheries, domestic and industries related to forestry.
- b. Management of Permanent Forest Estate (PFE) for the benefit of the economy, social and environment in accordance with the principles of Sustainable Forest Management (SFM).
- c. Emphasis on sound management of forest areas within the state land and alienated land.
- d. Sustainable production of forest resources for the needs of domestic and export markets.

In Sarawak, all lands are government-owned. Sustainable development goals (SDGs) are indicated in the current land use policy under which five million ha of forest are Permanent Forest Estate (PFE) for sustainable timber harvesting to generate revenue and provide employment, one million ha as licensed planted forests to be planted with fast-growing trees, one million ha as Totally Protected Areas comprising national parks, wildlife sanctuaries and nature reserves, four million ha for agriculture including oil palm, and the remaining 1.4 million ha for miscellaneous development.

Lands for forestry may be State land or forest reserves and protected forests, whereas agriculture lands are in State land. Land use affects more than 5,000 scattered rural settlements/villages. Rural communities largely engage in subsistence agriculture while living off the forests. Besides shifting agriculture fishing and hunting in the forest, many farmers also plant rubber, pepper, and oil palm. The government's overall SDG is to eradicate poverty through the Rural Transformation Programme (RTP) by providing modern economic activities with integrated farming and upgraded amenities. RTP will also deal with land tenure issues, and many native customary rights (NCR) lands are being surveyed for titles to be issued. The government recognises NCR lands in State land only if cleared and cultivated before 1958.

Women play crucial roles in rural society but are normally excluded from decision-making in regard to important matters such as land ownership and land use policy. The ITTO Guidelines on Gender Equality and Empowering Women (GEEW) is intended to introduce gender integration in this project to empower women in land use and development planning and resource management to achieve gender equality as stated in SDG 5.

- **Rural Transformation Programme**

This government programme is designed to ensure a balance in socio-economic development between Sarawak's urban and rural populations. The programme is linked to several key agencies, such as Sarawak Corridor for Renewable Energy (SCORE) and Regional Corridor Development Authority (RECODA) and is relevant to a recent study to develop a Regional Integrated Highland Development Master Plan (RIHD-MP) for the Upper Baram. This proposed UBFA project will support the RTP, as a model for replication.

- **Forest Ordinance (2015)**

This Ordinance was in force in June 2015, repealing the old Forest Ordinance, 1958 Ed. Serves to provide for the protection and management of forests and to regulate the taking of forest produce in Sarawak. This law also regulates logging activities to safeguard continuous timber production.

- **National Parks and Nature Reserves Ordinance (1958) and Wildlife Protection Ordinance (1998)**

These two Ordinances were introduced in 1958 and revised in 1998, and together serve to establish national parks, nature reserves and wildlife sanctuaries as Totally Protected Areas (TPAs) for conserving a full range of forests and habitats for biodiversity.

- **Transboundary Biodiversity Conservation Area**

Sarawak and Indonesia have been active partners in transboundary cooperation since 1994. The UBFA project is located adjacent to TBCA between Pulong Tau N.P. and Kayan Mentarang N.P. and provides an opportunity to extend the TBCA domain for biodiversity conservation. The core area in UBFA is outside of PTNP and falls within timber licenses. With government decision, it can become an extended area of PTNP for biodiversity conservation. The proposed project aims to recommend to the Sarawak Government to secure UBFA as a multi-purpose biodiversity corridor linking PTNP and the TBCA.

- **Heart of Borneo (HoB) Initiative**

The UBFA falls within Sarawak's HoB, which was extended in 2018 by 560,000 ha to 2.69 million ha. The project is in line with the HoB Declaration signed by the three member countries in Bali on 12.2.2007: "With one conservation vision and to promote people's welfare, we will cooperate in ensuring the effective management of forest resources and conservation of a network of protected areas, productive forests, and other sustainable uses.

### **1.3 Target Area**

#### **1.3.1 Geographic location**

UBFA is in the Upper Baram in northern Sarawak and contains a diverse range of inland forest ecosystems from lowland to hill and montane forests at 300 m to 1,800 m a.s.l. The Baram River is the largest river in the Miri Division and is the lifeline of several hundred thousand people living in numerous towns and villages along the banks. It runs in the NE-SW direction and divides the Study Area into 2/3rd in the northwest and 1/3rd in the southeast. Its eastern boundary joins the TBCA of Pulong Tau National Park in Sarawak and Kayan Mentarang N.P. in East Kalimantan in Indonesia. With the UBFA, the last remaining block of primary rain forest of 79,000 ha in Sarawak can be secured.

#### **1.3.2 Socio-cultural, economic and environmental aspects**

##### **a. Socio-cultural aspects**

The Kenyah villages are scattered along the Baram River, which has been silted and made shallow by erosion from logging for many years. The Penan live along the main tributary of Sg. Sela'an is a shallow, fast-flowing river strewn with big rocks and pebble stones that can swell to several meters during heavy rain and has remained unpolluted as it is not affected by logging. At low water, it is only navigable by small longboats, each carrying two to three persons, powered by a small engine modified from a water pump, with the propeller fixed at the end of a long iron shaft for easy lifting out of the water to avoid hitting the rocky riverbed.

The Penan live in 18 villages, the Kenyah in six villages, and the Kelabit and Saban in one village each (Map 1). Their settlement history dates back many generations, and they still live a forest-dependent life and sustainably utilize forest resources based on traditional ecological knowledge since the times of their ancestors. The Penan call this sustainable practice 'molong'. Hunting and gathering are essential activities, and many have started rice farming on suitable lands near villages and planted fruit trees in village compounds. Due to a lack of employment and children's education, many have migrated to the towns. It is estimated that some 30% of the Penans have migrated but returned to join their families and relatives during Christmas and other festive occasions. For those that remain, their social lifestyle has undergone little change. Mass conversion to Christianity has resulted in many traditions, customs and beliefs being discarded. However, rich folklore knowledge on the uses of plants for healing and other purposes is still being retained and needs to be documented.

#### **b. Economic aspects**

The Kenyah and Kelabit have enjoyed better education opportunities, producing many graduates who have become government officers and teachers working in the private sector, while others have become businessmen. Penan children who have attended school rarely go beyond the lower secondary level. Many who have lived and worked in the towns speak good English. All the communities are still actively engaged in subsistence farming, hunting, and fishing, and selling the surplus for cash. The women make mats, baskets, and bracelets of rattan for sale to occasional visitors. One of the reasons for the Penan initiating the PPP is to improve livelihood through sustainable utilisation. Still, it is constrained by a lack of capacity and skills and a lack of opportunities for employment and help in learning new economic activities. Land contest and tenure security are two critical problems, which can only be resolved with government intervention.

#### **c. Environmental aspects**

Forest ecosystems in the UBFA are classified as follows:

- i. 300 to 800 m – Mixed dipterocarp forest (MDF) dominates, but 139,000 ha (49%) has been logged, except for 79,000 ha in the core area, representing the largest block of remaining primary forest of this type in Sarawak. Riparian forests and alluvial forests are confined to the rivers and alluvial plains, respectively, and kerangas forests on podzolized sandy terraces, primarily unaffected by logging. However, some have been cleared for settlements. Secondary forests up to 60 years old may be seen near villages rich in timber and fruit trees. Riparian and alluvial vegetation occupy riverbanks and alluvial plains, while MDF dominates the hills and ridges.
- ii. 800 m to 1,200 m – Lower montane forest with pole-like appearance to 25 m tall. High humidity causes mosses to grow on the ground and trees. Important for conservation and water catchments.
- iii. Above 1,200 m to 1,800 m - Upper montane forest with stunted or pole-sized trees rarely exceeding 5 m are covered in water-dripping mosses. Important for conservation and water catchments.
- iv. Not much is known about the local fauna, but from studies in other areas with similar forest ecosystems, such as in the adjacent PTNP by ITTO, rich faunal diversity can be expected among the mammals, birds, reptiles and amphibians, and fish and insects. The Penan at Long Sait and Long Kerong have reported the presence of orangutans, which this project hopes to confirm.
- v. Several timber licenses are still valid, but logging is expected to slow down due to the depletion of timber resources and may be suspended pending mandatory forest management certification studies. Certified Forest Management Units (FMU) will more strictly conform to SFM regulations to reduce impact and maintain sustainability, including mandatory enrichment planting of degraded areas. This proposed project will initiate a process to secure the UBFA as the largest remaining block of rainforest in Sarawak for conservation, community use and sustainable economic development in line with government policy on rural transformation.

### **1.4 Expected Outcomes at Project Completion**

The expected outcomes after project completion will be:

1. Basic infrastructure (bridges, water supply, toilet facilities, community halls) in the target villages improved.
2. Community livelihood programs improved.
3. Community-based conservation activities improved and operational

## **PART 2. PROJECT RATIONALE AND OBJECTIVES**

### **2.1 Rationale**

#### **2.1.1 Institutional setup and organizational issues**

In Sarawak, all forests and lands are government-owned, except for titled lands. The forest and land issues in the UBFA are complex and involve conservation, community livelihood and sustainable development. Management planning through prior informed consent and consultation is recommended, with a government-led institutional setup fully supported by the communities and other relevant stakeholders. Project management planning will involve the following institutions:

- i. The Ministry of Plantation and Commodities (MPC), the Ministry of natural resources and urban development (MUDeNR). The MPIC represents the Malaysian Government as a member of the ITTO. The MUDeNR oversees all matters and policies relating to forests; both will play critical advisory roles in the project.
- ii. Forest Department Sarawak (FDS) comes under the MUDeNR. It will be appointed as the Executing Agency (EA) to facilitate project planning, organization, and implementation, both in kind and through direct involvement. FDS will appoint a Project Coordinator, a Chief Local Counterpart, and a team of local experts and technical support staff, primarily through its International Affairs Division (IAD). In consultation with ITTO, it will appoint a Project Leader and local consultants. The Director of Forests will act as the Chairman of the Project Steering Committee (PSC).
- iii. Resident and District Offices in Miri Division (where the project is located), representing the Sarawak Government in all matters relating to administration, economic development, and the people's welfare within the Division. They will also be involved as members of the PSC.
- iv. The Lands and Surveys Department helps resolve land and ownership issues by carrying out perimeter surveys to demarcate boundaries and issuing ownership titles where appropriate.
- v. Department of Agriculture to provide training and advice on agro-forestry, food crop cultivation and tagang fishery system.
- vi. Local communities with their respective village committees or represented by Keruan Organization for the Penan and Save Rivers for Kenyah, Kelabit and Saban. They have all been working closely with FDS since 2016, which led to the conception of this project proposal. BMF is also expected to play facilitating and supporting roles.

Institutional setup and organization issues will be complex and require full understanding, support, and cooperation between government-linked agencies and all four ethnic communities down to the village level, with the will to build trust and goodwill. FDS, as the EA, will apply lessons learned from past ITTO projects to streamline coordination and communication problems and obstacles that may arise.

#### **2.1.2 Stakeholder analysis**

The key stakeholders and direct beneficiaries are the Penan, Kenyah, Kelabit and Saban communities, upon which the success of the project will rest. These communities share a common vision to safeguard the forest for conservation and to meet their present and future needs but differ in cultural background and history, which included tribal fights and headhunting in the past. These community groups have lived and roamed the forest for many generations, long before the onset of commercial logging. Five timber concessions now exist in the UBFA. To the local communities, logging is unsustainable and destructive, causing pollution and depriving them of the use of many forest resources. Community lands are confined to NCR and patches of forest that respective settlements have preserved as a source of food, timber, and other building materials. Interestingly, these lands are managed sustainably, by taking only what they need and leaving the rest for the future. Logging has encroached into forests that their ancestors used to roam, prompting the Penan and Kenyah to lodge strong protests. Women also participate in protest, but their roles are looking after the families, farming, and gathering forest produce. They rarely take an active part in decision-making led by the headmen. Two local NGOs (Keruan Organization and Save Rivers) advise on conservation, environmental protection, logging, land use and community welfare.

**Table 2.1: Summary of Stakeholder Analysis**

Stakeholder	Characteristics	Problems/ needs/ interest	Potential	Involvement in the project
<u>Primary stakeholders</u>				
i. Local Penan, Kenyah, Kelabit and Saban communities as direct beneficiaries	Reside inside UBFA, forest-dependent practicing hunting, fishing, forest produce collecting, hill paddy planting, fruit crops, and poultry farming; many have moved to live in the towns.	Settle land issues, safeguard forests, traditional cultures, knowledge, and skills, lack basic water, power & health facilities, need new economic activities with training to improve income; against logging but need logging road for access.	Opportunities for sustainable livelihood, government support to address problems and needs.	As management co-partners, participate in project implementation and development of new economic activities,
ii. Forest Department Sarawak (FDS)	Custodians of forests and project's EA	Need community support to resolve forest and land use issues, and in law enforcement, promotes community-based ecotourism and social forestry.	Project management, substantial contribution to basic infrastructures via social forestry programme	Finance projects build basic facilities (water, power), undertake R&D, provide training in forest landscape restoration, SFM, FMC, Ecotourism, and conflict resolution.
iii. NGO	Familiar with local conditions, community representatives.	Understand local problems and want to help, limited financial resources.	Enhance community partnerships, maintain communication and goodwill, build trust, coordinate in project implementation.	Advisory, coordinate and facilitate working committees and project activities,
iv. Timber Companies	Timber license holders, undertaking forest management certification (FMC).	Logging damage to forest and environment, community objection to logging, CSR.	Generate revenue and provide employment, support to project and conservation.	Provide camp facilities and funding, maintain roads, restoration under FMC, CSR.

Stakeholder	Characteristics	Problems/ needs/ interest	Potential	Involvement in the project
<u>Secondary stakeholders</u>				
i. Ministry of Natural Resources & Urban Development (MUDeNR)	Political support oversees all State forestry matters.	Enhance rural transformation and economic development, forest management certification, SFM.	Support to project, funding, SFM and certification.	Policy, advisory, funding.
ii. Divisional Resident & District Offices	Has administrative mandate to execute government projects.	Large administrative area with many communities and problems to take care of.	Make available socio-economic database and information.	Advisory
<u>Tertiary stakeholder</u>				
i. Lands & Survey Dept	Survey land and land use planning has power to issue land titles.	Complex and sensitive land issues, tedious & expensive boundary surveys.	Resolve land disputes.	Advisory
ii. Dept of Agriculture	In charge of agriculture development and research.	Provide extension services to rural settlements.	Advisory, training, technical inputs.	Help implement selected project activities.

### 2.1.3 Problem Analysis

Upper Baram, Sarawak is home to several indigenous communities, including the Kayan, Kenyah, Penan, and Kelabit. These communities have traditionally relied on the forest for their livelihoods, with activities such as hunting, fishing, and gathering of non-timber forest products (NTFPs) playing an important role in their subsistence economy.

Within the communities, unsustainable land use is often due to many lands being under-utilized or left idle, either because of lack of market for products or shortage of labour due to urban migration. Farmers also lack opportunities and support for modern or stabilized agriculture. With modern agriculture or agro-forestry, women can be empowered to play active roles in planning and decision making - their knowledge of forest products and uses is invaluable.

Within the settlements and agriculture zone, local communities are faced with the problem of land disputes and ownership. Furthermore, lands inherited from forefathers or claimed by individuals lack clearly marked boundaries and are subject to contest. These problems will pose immense challenges to the people's desire to advance to sustainable livelihood when new economic activities offer themselves. Overall, the communities in Upper Baram face a complex set of challenges and opportunities in managing their forests and livelihoods, with the need to balance traditional practices with economic development and environmental conservation.

The key problem that the project will address is, among others, limited capacity, and resources for forest management. Many communities in upper Baram lack the knowledge, skills, and resources to manage their forests effectively, such as monitoring and enforcement mechanisms, technical expertise, and financial resources. There is often a lack of coordination and communication between all stakeholders for forest management, which can lead to slow progress of community-based forest management initiatives.

All stakeholders will work together to:

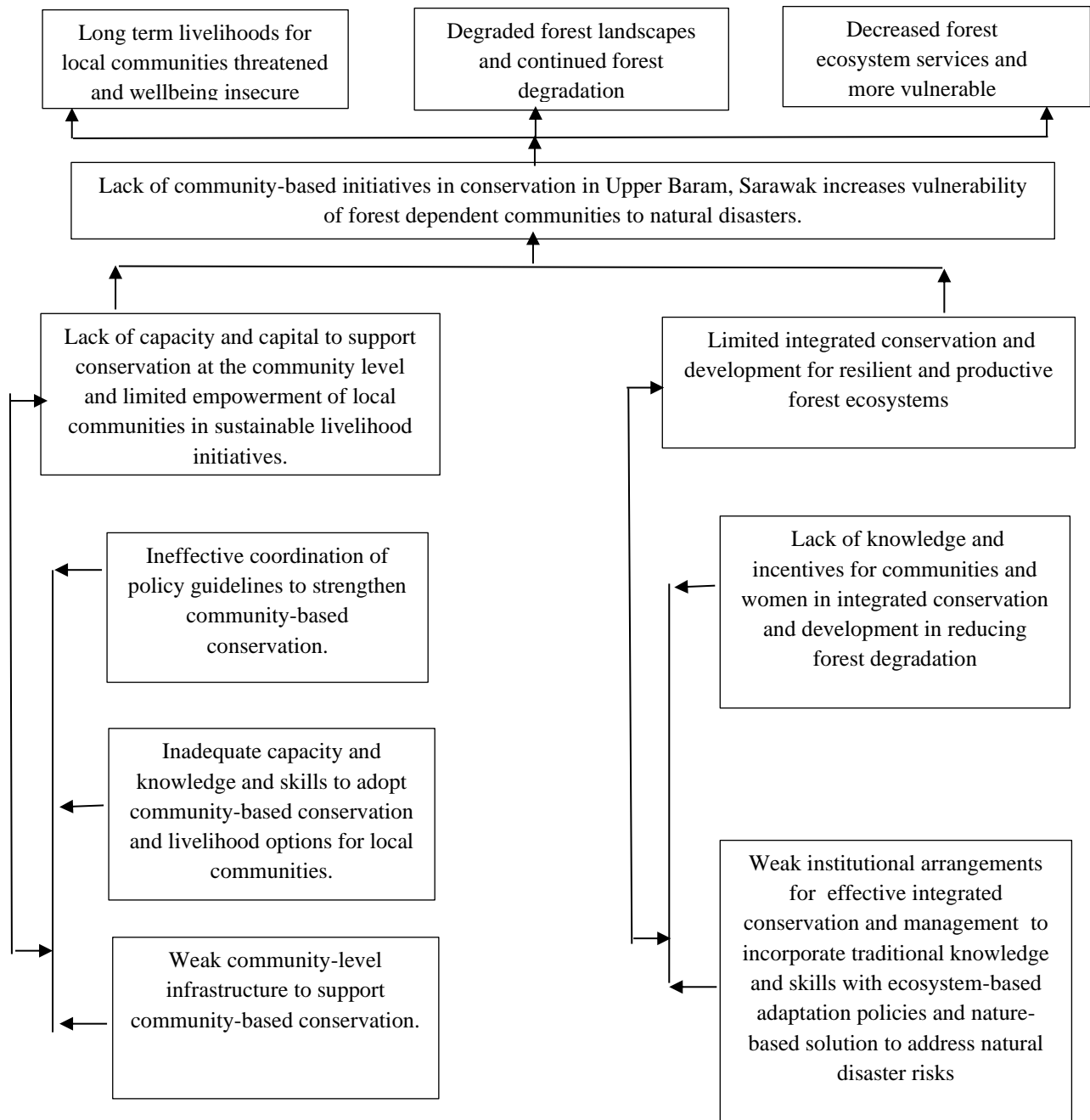
- a) Improve community-based conservation and restoration capacity.
- b) Assist basic infrastructure to uplift community livelihood.

- c) Enhance cooperation and coordination between all stakeholders with the involvement of target communities.

From the government point of view, resolving these problems will initiate an institutional process for better communication and transparency in conservation and forest landscape restoration among the government, private sector, and people as co-partners, with consultation and free prior informed consent.

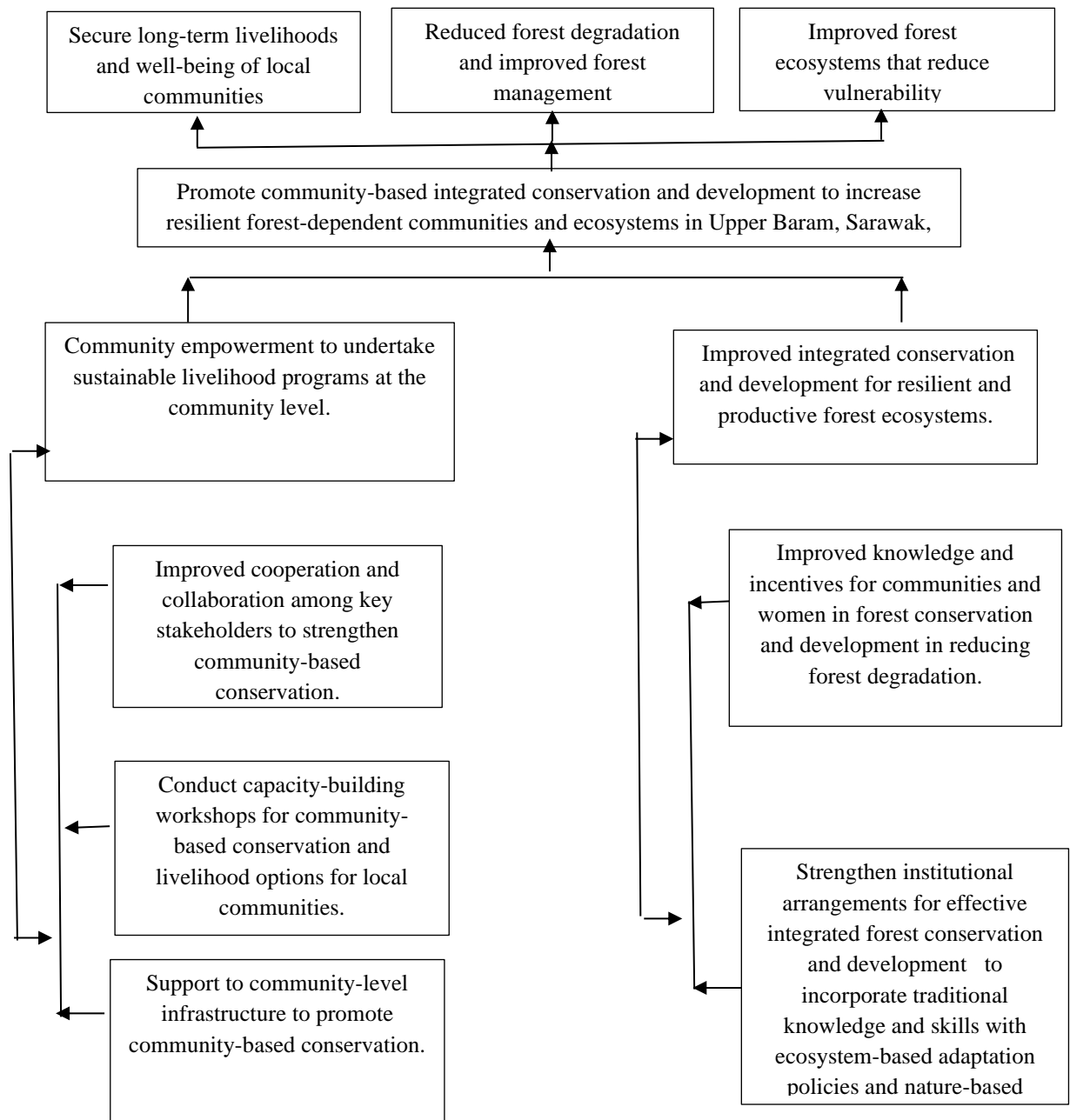
The Problem Tree and Objective Tree are shown in Figures 1 and 2 respectively.

**Figure 1. Problem Tree**





**Figure 2. Objective tree**



## 2.1.4 Logical Framework Matrix

**Table 2.2: The Logical Framework Matrix (LFM)**

Strategy Intervention	Measurable indicators	Means of verification	Key assumptions
<p><b><u>Development objective:</u></b></p> <p>To contribute to the sustainable management of Upper Baram Forests for resilient local communities and ecosystems</p>	<p><b><u>After project completion:</u></b></p> <ul style="list-style-type: none"> <li>- Local communities have better understanding of community-based conservation.</li> <li>- Local communities are trained in community-based ecotourism.</li> <li>- At least 3 Local communities' livelihood improved.</li> </ul>	<p>Reports from the Forest Department Sarawak</p>	<ul style="list-style-type: none"> <li>- Government/political support</li> <li>- Local communities support and cooperation</li> <li>- Other Government agencies and timber licenses cooperation</li> <li>- Understanding and goodwill among local stakeholders</li> <li>- Strong leadership at all management levels</li> </ul>
<p><b><u>Specific objective:</u></b></p> <p>To empower local communities in community-based integrated conservation and development for sustainable livelihoods</p>	<p>After project completion:</p> <ul style="list-style-type: none"> <li>- Platform for local stakeholder consultation on UBFA established and functional</li> <li>- Local communities are empowered in community-based conservation</li> </ul> <p>Infrastructure assistance program implemented</p>	<p>Project progress and completion report</p> <p>Training course and awareness program reports</p> <p>Monitoring and evaluation reports</p> <p>Reports from the Forest Department Sarawak</p>	<ul style="list-style-type: none"> <li>- Government commitment</li> <li>- Supportive local stakeholders and participants</li> <li>- Goodwill and understanding among local communities.</li> <li>- Local communities and farmers ready to participate in new economic activities.</li> <li>- Effective leadership at all levels</li> </ul>

<p><u>Output 1</u></p> <p><b>Local communities are empowered and trained in community-based conservation.</b></p>	<ul style="list-style-type: none"> <li>- Conduct 2 community workshops and meetings for establishment of community representative and participatory learning appraisal assess their situation and identify most viable source of livelihoods.</li> <li>- Upgrade community infrastructure for uplifting common facilities.</li> </ul>	<p>Project progress and completion report</p> <p>Training course and awareness program reports</p> <p>Reports from the Forest Department Sarawak</p> <p>-</p>	<ul style="list-style-type: none"> <li>- Proactive community leaders and participants</li> <li>- Increased awareness on community-based conservation</li> </ul>
<p><u>Output 2</u></p> <p><b>Develop and a management plan for integrated conservation and development for selected sites within the UBFA to mitigate the adverse impacts of illegal practices, conserve biodiversity, and ensure the long-term health of critical ecosystems</b></p>	<ul style="list-style-type: none"> <li>- 1 potential site identified.</li> <li>- 1 community-based conservation plan developed.</li> </ul>	<p>Project progress and completion report</p> <p>Community -based Conservation plan for pilot area</p>	<ul style="list-style-type: none"> <li>- Government support</li> <li>- Cooperation and goodwill among involved parties</li> </ul>

## **2.2 Objectives**

### **2.2.1 Development Objective and Impact Indicators**

The project's development objective is to contribute to the sustainable management of Upper Baram Forests for resilient local communities and ecosystems. The socio-ecological productive landscapes of UBFA are extremely complex and involve extensive use of productive forest lands for commercial timber harvesting and meeting communities' social, cultural, and economic needs. In this case, local community livelihoods are highly dependent on commercial forest remaining sustainable and productive to protect resources, soil fertility and water. Compared to commercial land, community land is limited and under-utilized and will remain so without outside help. The challenge facing the UBFA is for local stakeholders to ensure harmony with nature while driving changes in the socio-ecological landscapes. The government's recent policy on mandatory forest management certification and enrichment planting of degraded forest lands is a right step forward in ensuring that the landscapes remain productive and sustainable.

The expected impact indicators after project completion will be:

- Local communities' livelihoods are enhanced and simultaneously improving community-based conservation and development activities.

### **2.2.2 Specific Objective and Outcome Indicators**

The specific objective of the project is to uplift the livelihoods of local communities in the UBFA to address poverty and ensure sustainable development.

The expected outcome indicators after project completion will be:

1. Basic infrastructure (bridges, water supply, toilet facilities, community halls) in the target villages improved.
2. Community livelihood programs improved.
3. Community-based conservation activities improved and operational

## **PART 3. DESCRIPTION OF PROJECT INTERVENTION**

### **3.1 Outputs and Activities**

The key activities for this project are 1) Stakeholder consultation and engagement, including meetings, workshops and site visits, (2) Community Development activities, and (3) Capacity building and knowledge sharing.

#### **3.1.1 Outputs**

Two outputs to address the identified main problems are as follows:

**Output 1 : Establish sustainable livelihood enhancement programs for the affected indigenous communities, focusing on skills training, alternative income sources, resource management and basic infrastructure support to meet their urgent livelihood needs and reduce dependence on destructive practices.**

**Output 2 : Develop a management plan for ecosystem restoration and conservation for selected sites within the UBFA to mitigate the adverse impacts of illegal practices, conserve biodiversity, and ensure the long-term health of critical ecosystems**

#### **3.1.2 Activities**

##### **Output 1**

Activity 1.1. Establishment of coordination team to enhance executing agency operational capacity in overseeing and project execution.

Activity 1.2 Capacity building for local communities in community-based ecotourism, conservation initiative and social forestry programs

Activity 1.3 Upgrade community infrastructure and facilities for uplifting common facilities.

##### **Output 2**

Activity 2.1 Stakeholder consultation and establish conservation task force team.

Activity 2. Develop a management plan for a pilot conservation site.

### **3.2 Implementation Approaches and Methods**

The project makes full use of the existing experience and knowledge on community-based forest management practices and eco-tourism development opportunities, forest landscape restoration and conservation.

Rural communities living in remote areas are isolated and depend on outside help to make improvements to their lives. The project proposes a participatory approach in implementation, through which planned activities shall be executed by stakeholders in close consultation, cooperation, and collaboration. Emphasis will be to empower and encourage local participation including women to prepare them for new challenges of switching from traditional subsistence to modern sustainable economic activities.

Records will be kept on the gender aspect to monitor participation in the project events and training activities. The Executing Agency will establish a participatory monitoring system to monitor progress in the implementation of the project.

The outputs and activities have been defined to fully address the problems and issues that will lead to socio-economic development and community well-being.

### 3.3. Work Plan

**Table 3.1. Work plan for the entire project duration.**

Output/Activity	Responsible party	Year 1			
		Q1	Q2	Q3	Q4
<b>Output 1</b> Activity 1.1. Establishment of coordination team to enhance executing agency operational capacity in overseeing and project execution	EA, PO				
Activity 1.2 Capacity building for local communities in community-based ecotourism, landscape restoration, conservation initiative and social forestry programs	EA, PO				
Activity 1.3 Upgrade community infrastructure and facilities for uplifting common facilities	EA, PO				
<b>Output 2</b> Activity 2.1. Stakeholder consultation and establish conservation task force team	EA, PO				
Activity 2.2 Develop a management plan for a pilot conservation site	EA, PO				

**Note:** EA= Executing Agency PO=Project Officer

### 3.4 Budget

#### 3.4.1 Master Budget Schedule

Master Budget Schedule								
Outputs/ Activities	Description	Budget Comp.	Quantity	Units	Unit cost US \$	Total Cost US \$	ITTO	Exec Agency
			Yr 1				Yr 1	Yr 1
A 1.1	Establishment of coordination team to enhance executing agency operational capacity in overseeing and project execution							
	Project Officer	11	12	Man month	1,000	12,000	12,000	-
	Consultant (Conservation pilot site)	12	1	Man month	8,000	8,000	8,000	-
	EPF contribution 13 % (personnel)	13	12	Man Month	130	1,560	1,560	-
	Project Coordinator	1.1	12	Man month	-	-	-	30,000
	Chief Local Counterpart	1.2	12	Man Month				24,000
	Forestry Support staff	1.3	12	Man month	-	-	-	16,000
	Travel outside Malaysia	21		trip			5,000	
	Travel inside Malaysia	22, 2.1		trip			2,500	9,000
	DSA	23, 2.2		trip			2,500	10,000
	2 Personal computer (laptop)	31	2	unit	1,500	3,000	3,000	-
	1 Printer	32	1	unit	2,000	2,000	2,000	-
	PSC meeting	51	1	trip	2,000	2,000	2,000	-
	Publication/Printing/outreach/videos	52				5,000	5,000	
	Purchase of office supply and computer accessories	42				2,000	2,000	-
	Project Audit	57				3,000	3,000	-
	ITTO Monitoring and review					3,000	3,000	-
	ITTO program support					5,670.24	5,670.24	-
A 1.2	Capacity building for local communities in community-based ecotourism, landscape restoration, conservation initiative and social forestry programs							
	Training community-based ecotourism, landscape restoration, conservation initiative and social forestry programs	54	1	event		8,000	8,000	
A 1.3	Upgrade community infrastructure and facilities for uplifting common facilities							
	Support for community development (basic facilities & infrastructures)	55, 5.2		Set	108,500	108,500	61,940	45,000



Outputs/ Activities	Description	Budget Comp.	Quantity	Units	Unit cost US \$	Total Cost US \$	ITTO	Exec Agency
			Yr 1				Yr 1	Yr 1
Output 2	Develop and implement a management plan for ecosystem restoration and conservation for selected sites within the UBFA to mitigate the adverse impacts of illegal practices, conserve biodiversity, and ensure the long-term health of critical ecosystems							
A 2.1	Stakeholder consultation and establish conservation task force team							
	Meeting/Workshop/Consultation	53, 5.1	3	event		5,000	5,000	5,000
A 2.1	Identify site and develop plan for conservation pilot project.							
	Rental Vehicle and boat	56	5	trip		5,429	5,429	-
	Purchased of Survey materials and equipment	42				2,000	2,000	11,000

### 3.4.2 Yearly Consolidated Budget

Category	Description	Total (Yr 1)
10	PROJECT PERSONNEL	
11	Project Officer	12,000
12	Consultant to develop a plan for the pilot community-based conservation	8,000
13	EPF Contribution	1,560
1.1	Project Coordinator	30,000
1.2	Chief Local Counterpart	24,000
1.3	Forestry Support Staff	16,000
<b>19</b>	<b>Sub total</b>	<b>91,560</b>
20	DUTY TRAVEL	
21	Travel outside Malaysia	5,000
22	Travel inside Malaysia	2,500
23	DSA	2,500
2.1	Travel within Malaysia	9,000
2.2	DSA	10,000
<b>29</b>	<b>Sub total</b>	<b>29,000</b>
30	CAPITAL ITEMS	
31	2 Personal computer/laptop	3,000
32	1 Printer	2,000
<b>39</b>	<b>Sub total</b>	<b>5,000</b>
40	CONSUMABLES	
41	Survey materials and supplies	2,000
42	Office supplies and computer accessories	2,000
4.1	Survey materials & tools	11,000
<b>49</b>	<b>Sub total</b>	<b>15,000</b>
50	MISCELLANEOUS	
51	PSC meetings	2,000
52	Publication / Printing/ outreach/videos	5,000
53	Meeting/Workshop/Consultation	5,000
54	Capacity building for local communities	8,000
55	Support for community development (basic facilities & infrastructures)	61, 940
56	Rental (Vehicle/boat/others)	5,429
57	Project Audit	3,000
5.1	Meeting/Workshop/consultation	5,000
5.2	Support for community development (basic facilities & infrastructures)	45,000
<b>59</b>	<b>Subtotal</b>	<b>140,369</b>
60	PROJECT MONITORING AND ADMINISTRATION	
61	ITTO Monitoring and review	3,000
62	ITTO program support (lump sum)	5,670.24
<b>69</b>	<b>Sub total</b>	<b>8,670.24</b>
	<b>GRAND TOTAL</b>	<b>289,039.24</b>

### 3.4.3 ITTO Yearly Budget

Category	Description	Total	Year 1
<b>10</b>	<b>PROJECT PERSONNEL</b>		
11	Project Officer	12,000	12,000
12	Consultant to develop a plan for the pilot community-based conservation	8,000	8,000
13	EPF contribution	1560	1560
<b>19</b>	<b>Subtotal</b>	<b>21,560</b>	<b>21,560</b>
<b>20</b>	<b>DUTY TRAVEL</b>		
21	Travel outside Malaysia	5,000	5,000
22	Travel inside Malaysia	2,500	2,500
22	DSA	2,500	2,500
<b>29</b>	<b>Subtotal</b>	<b>10,000</b>	<b>10,000</b>
<b>30</b>	<b>CAPITAL ITEMS</b>		
31	2 Personal computer/laptop	3,000	3,000
32	1 Printer	2,000	2,000
<b>39</b>	<b>Subtotal</b>	<b>5,000</b>	<b>5,000</b>
<b>40</b>	<b>CONSUMABLES</b>		
41	Survey materials and supplies	2,000	2,000
42	Office supplies and computer accessories	2,000	2,000
<b>49</b>	<b>Subtotal</b>	<b>4,000</b>	<b>4,000</b>
<b>50</b>	<b>MISCELLANEOUS</b>		
51	PSC meetings	2,000	2,000
52	Publication / Printing/ Outreach/ Videos	5,000	5,000
53	Meeting/Workshop/Consultation	5,000	5,000
54	Capacity building for local communities	8,000	8,000
55	Support for community development (basic facilities & infrastructures)	61,940	61,940
56	Rental (Vehicle/boat/others)	5,429	5,429
57	Project Audit	3,000	3,000
<b>59</b>	<b>Subtotal</b>	<b>90,369</b>	<b>90,369</b>
<b>60</b>	<b>PROJECT MONITORING AND ADMINISTRATION</b>		
61	ITTO Monitoring and review	3,000	3,000
62	ITTO program support (lump sum)	5,670.24	5,670.24
<b>69</b>	<b>Subtotal</b>	<b>8,670.24</b>	<b>8,670.24</b>
	<b>GRAND TOTAL</b>	<b><u>139,039.24</u></b>	<b><u>139,039.24</u></b>

### 3.4.4 Executing Agency Yearly Budget (GoS)

Category	Description	Total	Year 1
<b>1</b>	<b>PROJECT PERSONNEL</b>		
1.1	Project Coordinator	30,000	30,000
1.2	Chief Local Counterpart	24,000	24,000
1.3	Forestry Support Staff	16,000	16,000
<b>19</b>	<b>Sub total</b>	<b>70,000</b>	<b>70,000</b>
<b>2</b>	<b>DUTY TRAVEL</b>		
2.1	Travel within Malaysia	9,000	9,000
2.2	DSA	10,000	10,000
<b>29</b>	<b>Sub total</b>	<b>19,000</b>	<b>19,000</b>
<b>40</b>	<b>CONSUMABLES</b>		
4.1	Survey materials & tools	11,000	11,000
<b>49</b>	<b>Subtotal</b>	<b>11,000</b>	<b>11,000</b>
<b>50</b>	<b>MISCELLANEOUS</b>		
5.1	Meeting/Workshop/consultation	5,000	5,000
5.2	Support for community development (basic facilities & infrastructures)	45,000	45,000
<b>59</b>	<b>Sub total</b>	<b>50,000</b>	<b>50,000</b>
		<b>150,000</b>	<b>150,000</b>

### 3.5 Assumptions, Risks and Sustainability

#### 3.5.1 Assumptions and Risks

The key assumptions as regards achievements of the project's objectives and outputs are (i) full cooperation of local ethnic groups, local NGO, landowners and farmers and private sector, which are all beyond the control of the project. Logging in the Upper Baram has created intense conflicts with the people that got the government involved. To some extent, the tension is still real and could pose potential risk to the project. Inter-ethnic misunderstanding and land use issues are two others potential risk factors. Table 3.2 presents the key assumptions, potential risks and proposed mitigating measures.

**Table 3.2: Key Assumptions, Potential Risks and Mitigating Measures**

<b>Key assumptions</b>	<b>Potential risks</b>	<b>Mitigating measures</b>
Community and private sector cooperation improved	<ul style="list-style-type: none"> <li>• Unregulated logging damaging environment and forest resources</li> <li>• Indifference of certain communities to logging for quick gains</li> <li>• Lack of understanding and goodwill</li> </ul>	<ul style="list-style-type: none"> <li>• Government to ensure compliance.</li> <li>• Platform to promote goodwill through communication and free prior informed consent.</li> <li>• Ensure community lands and properties are not damaged.</li> <li>• Timber companies to continue assistance with CSR</li> </ul>
Land use conflicts resolved	<ul style="list-style-type: none"> <li>• Land conflict will deter socio-economic pursuit, which is land dependent.</li> <li>• Communities continue to protest logging.</li> <li>• Problems and obstacles to rural development will remain.</li> </ul>	<ul style="list-style-type: none"> <li>• Political support</li> <li>• Aim for a win-win solution through dialogue and negotiation to reach a consensus coordinated by FDS.</li> <li>• Government intervention is needed to reach a decision and speed up the process.</li> <li>• Reduce community reliance on forests</li> </ul>
Cooperative local communities, landowners, and farmers	<ul style="list-style-type: none"> <li>• Landowners do not allow the use of their lands.</li> <li>• Sustainable livelihood models lacking support.</li> <li>• Land disputes continue.</li> </ul>	<ul style="list-style-type: none"> <li>• Intensive consultation through local committee meetings and dialogues</li> <li>• EA will share lessons learned on past successful ITTO projects.</li> <li>• Local NGO to help convince communities and landowners</li> </ul>
Communities to understand that development plans need to be implemented in phases.	<ul style="list-style-type: none"> <li>• Communities not ready for change or are not cooperative are left out.</li> <li>• Too many requests for project to handle.</li> <li>• Villagers or participants not proactive</li> </ul>	<ul style="list-style-type: none"> <li>• Through consultation, identify villages that need urgent help.</li> <li>• Plan activities within the capacity of the project to implement.</li> <li>• Propose 1-village-1 project program and activities</li> </ul>

### **3.5.2 Sustainability**

Sustainability of the project will depend on full cooperation from local communities and private sector and government commitment. Dialogues and road shows in 2016 and 2017 indicated majority support from the people. Sustainability will be assured when trained local participants begin to engage in new economic activities to better their incomes, and integrated management plan for the UBFA is fully endorsed by government and operational. Participants of new economic activities will require continued guidance and upgrading of knowledge and skills via follow-up actions after project completion at least two times per year, led by FDS to provide advice, technical expertise, and secure additional funding, as was done with previous ITTO projects. It is beyond the capacity of this project to reach all the local communities in the UBFA, but assistance will be rendered to interested participants. Findings and recommendations from this project phase will determine the need for further extension.

Commercial logging will have definite impacts on sustainability. On the positive side, logging roads provide the only land access to the upper Baram; thus, the people's lives would be immediately affected, and economic activities would be halted if timber harvesting were to stop. Continued logging will undoubtedly inflict further damage to the environment and affect local livelihoods, which has caused people to protest in the past by putting up road blockages. Mandatory certification with sustainable and reduced impact logging should serve to minimize impacts with strict and effective management and enforcement mechanisms.

## **PART 4. IMPLEMENTATION ARRANGEMENTS**

### **4.1 Organization Structure and Stakeholder Involvement Mechanism**

#### **4.1.1 Executing agency and partners.**

Long experience gained by FDS as EA of past ITTO projects, as well as cordial political and administrative platforms that have been put in place for ITTO, will help to enhance smooth planning and implementation. EA will select and appoint key management personnel and consultants, provide office facilities, and annual allocation of counter budget, plus possible additional budget to be made available under FDS' social-economic development program. The profile of FDS is given in Annex 1.

Key personnel to be appointed will be the Project Coordinator, Project Officer, and Chief Local Counterpart, with whom officers and experts from other divisions of FDS will assist. The project's organizational chart is presented in Annex 2.

#### **4.1.2 Project management team**

EA will establish a project management team (PMT) led by the Head of the Agency and consisting of the Project Manager (PM), Chief Local Counterpart (CLC), Project Accounting Officer and the Head of the International Affairs Division (IAD). CLC will take on the project manager's responsibilities and head the team in planning and implementing planned activities with the support of an appointed local counterpart and forestry support staff to assist in the project implementation.

The curriculum vitae of professionals to be appointed by the EA, along with their terms of reference, are given in Annex 3, and the TOR for PM/ CLC and Accounting Officer is in Annex 4.

#### **4.1.3 Project steering committee (PSC)**

PSC will be established to oversee progress in project implementation as specified in the logical framework matrix, review progress reports and any changes to the project design including extensions and approve work plans and associated budget. Membership will consist of:

- A chairperson appointed by FDS.
- Ministry of Plantation and Commodities (MPC)
- Ministry of Natural Resources and Urban Development (MUDeNR)
- ITTO representative
- Donor representatives
- Resident Miri Division
- Regional Forest Office, Miri
- NGO and Community representatives, including at least one woman leaders
- Timber industry representatives.

The Committee shall meet at least once a year, and a special meeting may be called forth by EA at any time as need arises. The official language will be English.

#### **4.1.4 Stakeholder involvement mechanism**

This is shown in the organizational structure in Annex 2. PSC will provide the platform for key stakeholders to be actively involved in exchanging information, giving advice, and making important changes or decisions on project implementation. The stakeholder involvement mechanism, led by EA and its management team, will ensure smooth implementation.

### **4.2 Reporting, Review, Monitoring and Evaluation**

CLC/PM will be required to produce field and progress reports and final technical reports for all planned activities under her charge.

The types of reports to be produced in accordance with the ITTO Manual on Standard Operating Procedures will be:

- i. Inception report to be submitted after signing an agreement between ITTO and EA. It will cover matters such as the availability of office space and facilities, opening a separate bank account, and proposed key project personnel.
- ii. Detailed work plan. To be submitted prior to commencing operation for endorsement by ITTO. It shall be attached to the inception report, and the subsequent ones are to be submitted before the planned year begins. ITTO will approve the detailed work plan.
- iii. Progress report. To present information on executed activities.
- iv. Financial report. The audited annual report is to be submitted to ITTO within three months after the end of the current financial year. EA will appoint a registered independent public accountant with prior endorsement of ITTO.
- v. Completion report. To be submitted by EA within three months of project completion. The report will summarize activities, inputs, and expenditures, achieve outputs and objectives, and highlight the most critical differences between planned and realized project elements, using the original project document as a reference, as well as lessons learned from project implementation.

### **4.3 Dissemination and Mainstreaming of Project Learning**

#### **4.3.1 Dissemination**

Project results will be disseminated through reporting and workshops during the implementation phase and after project completion.

- Project completion report will be distributed to ITTO, PSC members, Ministries, and government departments.
- Training and event reports will be shared with key stakeholders.



#### **4.3.2 Mainstreaming**

The outputs of the project and lessons learnt will have implications on the community-based forest management policy and program and will provide the basis for upscaling and replicating the findings in other parts in Sarawak and beyond.

The lessons learnt will be disseminated to all ITTO members through outreach mechanisms such as regular reporting at ITTO committee sessions.

The final project report will be documented and put up on the ITTO website and made accessible to all ITTO members, donors and interested institutions. In Sarawak, the FDS website is available.

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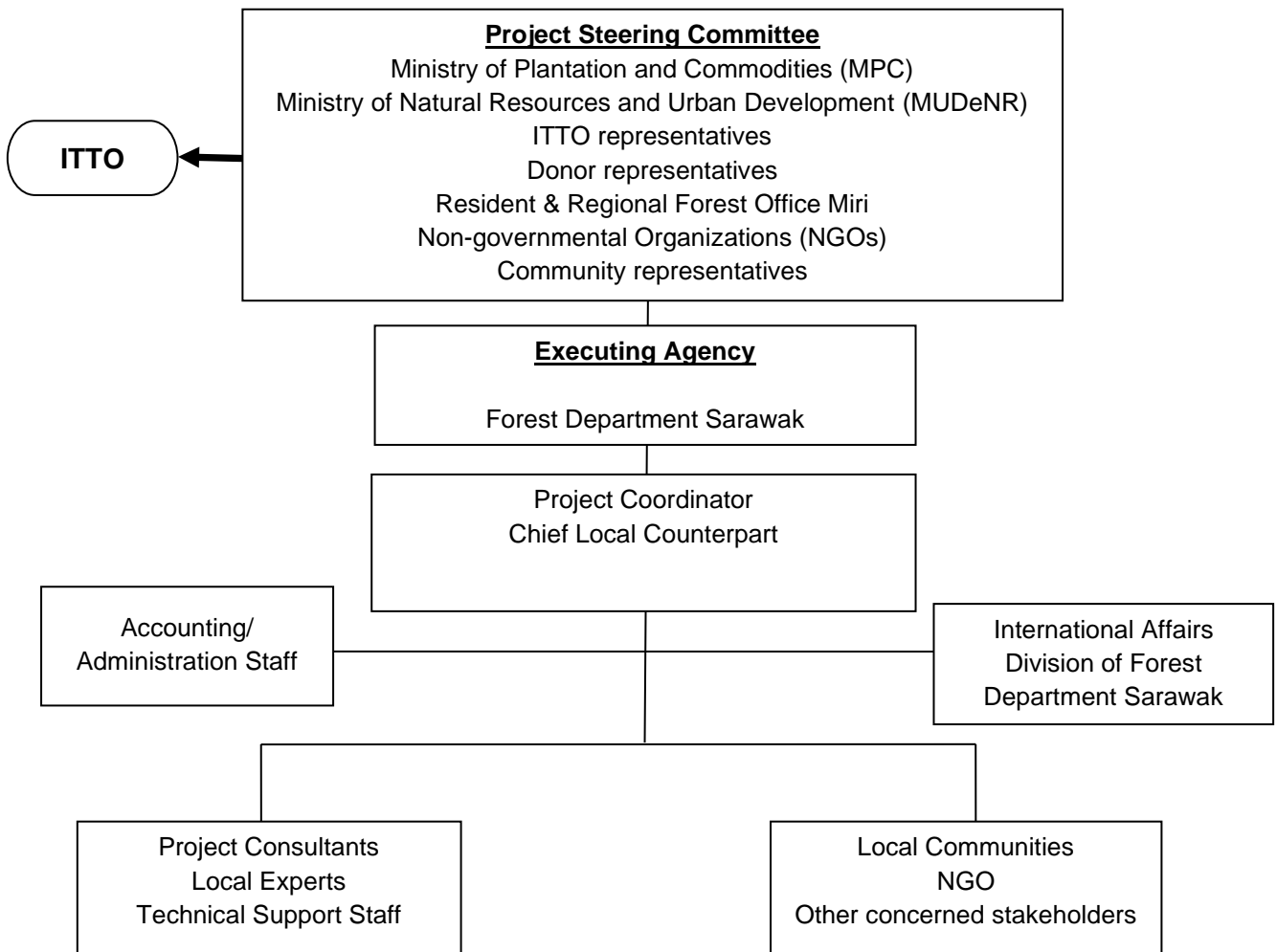
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## ANNEX 1. PROFILES OF THE EXECUTING AGENCY

FDS will be the project's EA. The Department comes under Sarawak Ministry of Natural Resources and Urban Development and is in Petra Jaya in Kuching. FDS holds important policy and regulatory functions for forest operations in Sarawak. FDS' association with ITTO started with ITTO Mission to Sarawak in 1989/1990 and as EA of all ITTO projects since 1993. Additional input from FDS is expected under its social forestry program. Its current major undertakings are mandatory forest management certification, forest landscape restoration initiative, and social forestry. The Department was established in 1999 and is celebrating its 105-year anniversary this year.

## ANNEX 2. PROJECT ORGANIZATIONAL STRUCTURE



**ANNEX 3. TASKS AND RESPONSIBILITIES OF KEY PERSONNEL PROVIDED BY THE EXECUTING AGENCY**

No	Name	Professional education	Position in present organization	Experience relevant to the project	Involvement in the project
1	Datu Hamden bin Mohammad	M.Sc in Environmental science	Director of Forests	Forest management & conservation	Chairperson of PSC,
2	Hajjah Mohizah binti Mohamad	M.Sc in Forest Ecology	Head, International Affairs Division	Biodiversity Research and conservation	Project Coordinator
3	Evelyn Jugi	B.Sc. Agriculture Science	Section Head for International Initiative and Engagement	Has worked with GTZ projects in Sarawak since 1996 - 2000	Chief Local Counterpart
5	Sarzali Sahamat	Malaysian Certificate of Education	Accounting Officer	Involved in ITTO projects since 2014	Accounting, bookkeeping and office administration
6	Angelia Muri		Senior Assistant Administrative Officer	Involved in the ITTO project since 1999	Administrative matters

**ANNEX 4. OUTLINES OF THE TERMS OF REFERENCE OF KEY PERSONNEL TO BE PAID WITH ITTO FUNDS**

Position	Main task
<b>A. Project Key Personnel</b>	
Project Officer	<ul style="list-style-type: none"> <li>To coordinate project management and operation and lead the FDS team in planning, implementation, and monitoring.</li> <li>To work with PC/CLC to ensure smooth operation of the project. and report to ITTO in accordance with the project agreement</li> <li>To select consultants and other professionals for the project</li> <li>To organize PSC meetings and render support to additional community-based activities.</li> <li>To assist PC in project implementation</li> <li>To run the ITTO project office, manage consultants and support staff, and liaise with NGOs and communities.</li> <li>To organize meetings and dialogues</li> <li>To attend meetings on behalf of PC</li> <li>To monitor and prepare the annual budget and control expenditure</li> </ul>
Consultant	<ul style="list-style-type: none"> <li>To identify a pilot site for community-based conservation in the UBFA area</li> <li>Develop a management plan for a pilot site for community-based conservation in consultation with the key stakeholders, including local communities and the Forest Department Sarawak.</li> </ul>