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**SUMMARY REPORT OF THE EX - POST EVALUATION OF 6 PROJECTS  
IN THE FIELD OF FOREST MANAGEMENT/INVENTORY**

**PROJECTS**

**PD 68/89 Rev.1 (F)**

**Management of the Tapajos National Forest for Sustainable Production of Industrial Timber (Brazil)**

**PD 185/91 Rev.2 (F)**

**Sustainable Forest Management and Development in Peninsular Malaysia – Phase II (Malaysia)**

**PD 2/93 Rev.1 (F)**

**Integrated Pilot Management of the Ngoua II Forest North – Phase I: The Preparation of a  
Management Plan (Republic of Congo)**

**PD 23/00 Rev.4 (F)**

**Promotion and Transfer of Knowledge on Sustainable Forest Management Models to Timber  
Producers (Peru)**

**PD 39/00 Rev.3 (F)**

**Sustainable Collaborative Forest Management: Meeting the Challenges of Decentralization in the  
Bulungan Model Forest (Indonesia)**

**PD 178/02 Rev.1 (F)**

**Information and Training programme for Sustainable Forest Management in the Peruvian Amazon  
Region (Peru)**

**Prepared for ITTO**

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## ACRONYMS

<b>EA</b>	Executing Agency
<b>IBAMA</b>	Instituto Brasileiro do Meio Ambiente e dos Recursos Naturais Renováveis
<b>INRENA</b>	National Institute for Natural Resources (Peru)
<b>ITTA</b>	International Tropical Timber Agreement
<b>ITTO</b>	International Tropical Timber Organization
<b>CRF</b>	Committee on Reforestation and Forest Management of the ITTO Council
<b>LOF</b>	Logged over forests
<b>MP</b>	Management Plan
<b>PCI</b>	Principle, Criteria & Indicators
<b>PFE</b>	Permanent Forest Estate
<b>RIL</b>	Reduced Impact Logging
<b>SFM</b>	Sustainable Forest Management
<b>SPAs</b>	Seed Production Areas
<b>WWF</b>	World Wildlife Fund



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## 1. PURPOSE OF THE EVALUATION

Initially, the purpose of this evaluation was to provide a concise diagnosis of 7 projects related to forest management/inventory with a view to identifying successful results and problems, the reasons for successes and failures and the contribution made by the projects to ITTO Objective 2000, as well as drawing any lessons that may be used to improve similar projects in the future.

Project ex-post evaluation is an essential tool developed by the International Tropical Timber Organization (ITTO) to improve its own efficiency and the development of tools and outputs that may be replicated for the benefit of all its Members and also to ensure that future projects may be implemented under the best conditions.

In response to a decision adopted by the Committee on Reforestation and Forest Management during the 43<sup>th</sup> Council (ITTA) Session in Yokohama in November 2007, seven projects were selected in the area of forest management/inventory, carried out in Africa (2) and Latin America (3) and Asia (2). Due to the death of Omar Bongo, the President of Gabon, on the 9<sup>th</sup> of June, and in the expectations of the elections which have been planned for end of August, it was decided to postpone the evaluation of the PD 8/98 Rev.4 (F) Development of a demonstration Area in the sustainable Management of Gabonese Forest. The evaluation of the 6 other projects is summarized in this report.

The Evaluation Mission<sup>1</sup> produced six reports, one on each project, drafted in the language of the relevant country: in English for Malaysia and Indonesia, in Spanish for Peru and Brazil and in French for Congo.

The evaluation methodology involved:

- a review of the different documents provided by ITTO and by the countries: project document, project progress reports, minutes of the Project Steering and Technical committees technical reports and guidelines if any, the Project Completion Report, the Project Final Report and any other relevant document relevant for the Evaluation Team
- interviews and discussions with the project implementation team, with relevant officials and staff at different levels (national, regional and local)
- field visits to the project sites and meetings with representatives of forest communities

The aim of this summary is to present the main outputs and lessons learned from the implementation of the six projects. The main purpose of the evaluations was to provide a concise diagnosis with an indication of impacts, effectiveness, efficiency and sustainability, the reasons for successes and failures and the contribution of the projects to ITTO Objective 2000 and ITTO Action Plans, and to draw any lessons that could be used to improve similar projects in the future.

The draft overall results of this evaluation were previously submitted and discussed with the executing agencies of each project and with forest authorities in each country, with a view to reaching an agreement on the relevant findings, conclusions and recommendations.

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## 2. SUMMARY OF EVALUATION RESULTS

### 2.1 Overall role and meaningful contribution of the six projects in improving forest management/inventory in ITTO Producing Member countries taking into account ITTO's objectives, Yokohama Action Plan, and Objective 2000

As a preliminary remark, it must be recognized that in most of the project documents there were very few references or quotes to the numerous existing ITTO policy documents or guidelines which should constitute a general frame in which the projects are executed. Apart from ITTA agreement 1994, especially the objectives presented in Chapter I, and ITTO Yokohama Action Plan 2002-2006, it is difficult to find direct evidence on how the different projects were fitting in the overall policy framework set by ITTO, especially in the field of "Sustainable Forest management".

A second constraint in presenting the results lies in the broad scope covered by the topic itself. The theme "Forest Management and Inventory" selected for this ex-post evaluation is probably too vague or not focused enough to make specific comparisons relevant or to draw general conclusions. In addition to that, the assessed projects were executed in quite different contexts and during different periods of time, which makes the comparison even much difficult.

This might explain the limited scope of this report in terms of assessing the overall role and meaningful contribution of the projects in improving forest management/inventory in ITTO Producing Member countries taking into account ITTO's objectives, Yokohama Action Plan, and Objective 2000 and in assessing the potential and actual contribution of the seven projects to ITTO's SFM work

All the projects evaluated are consistent with some of the ITTA objectives<sup>2</sup>, as summarized in the table presented in annex 2, and with Action Plan goals and supporting actions, as defined in ITTO Yokohama Action Plan 2002-2006, especially in the area of "Reforestation and Forest Management". Generally speaking all the projects contributed to some extent in improving forest management/inventory approaches and practices in the countries, and by consequence contributed both to ITTA objectives, ITTO Objectives 2000 and to the ITTO Action Plan Yokohama 2002-2006.

For PD 68/89 Rev. 1 (F) in Brazil, the activities were dedicated to introducing SFM techniques in Tapajos National Project and to developing a model for SFM that could be generalized in the other National Forests of the Brazilian Amazon.

For project PD 185/91 Rev.2 (F) of Malaysia, the project's Development Objective of enhancing the sustainability of Malaysia's tropical rainforests at a minimum cost, while ensuring environmental quality and ecological balance was fully consistent with the objectives of the ITTA 1994. Similarly, the Project's Specific Objective of refining the technique of enrichment planting in order to increase the productivity of logged over forests (LOF) of Malaysia's Permanent Forest Estate (PFE) was also fully consistent with the objectives of the ITTA 1994.

Project PD 2/93 Rev.1 (F) of Congo aimed at increasing the contribution of the forestry sector to the national development by implementing, together with local communities, integrated sustainable management of forests. The project was particularly in line with goal 2 "promote sustainable management of tropical forests resources" of one of the three areas of ITTO's substantive work (reforestation and forest management), especially in regards with action 10 (implement forest inventories, improve the formulation and implementation of plans for sustainable forest management, test and enhance examples of collaborative forest management for tropical production forests, establish and manage forests for multiple uses in close cooperation with local forest owners and communities living in forest areas).

The activities of PD 23/00 Rev. 4 (F) of Peru were dedicated to reaching SFM in the Peruvian Amazon through training for concession owners and other stakeholders so that the practices in management planning and timber harvesting can comply with the requirements of the country's new law.

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<sup>2</sup> United Nations Conference on Trade and Development: International Tropical Timber Agreement, 1994

For project PD 39/00 REV.3 (F) Phase II of Indonesia, the project's Development Objective of achieving "long-term forest management for multiple uses, integrating social, economic, environmental and silvicultural aspects" was fully consistent with the objectives of the ITTA 1994. Similarly, the Project's Specific Objectives of improving (1) District (Kabupaten) coordination of forest management in the model forest through improved stakeholder participation, conflict management, development of land use plans and monitoring; and (2) implementing sustainable forest management (SFM) in the PT Inhutani II Malinau concession through enhanced harvesting practices, stakeholder coordination, preparation of management plans and monitoring were also fully consistent with the objectives of the ITTA 1994.

The activities of PD 178/02 Rev.1 (F) of Peru were dedicated to the dissemination of the necessary information for planning forest management and sustainable use in the Amazon.

## **2.2 Potential and actual contribution of the six projects to ITTO's SFM work**

As again, clear references to and links with important policy documents and guidelines published by the ITTO on the topic of "Sustainable Management of tropical forests" are not easy to find, we will limit our rendering to a reading of the long-term effects (impacts) brought by the projects and by extension we will consider that it contributed to ITTO's SFM work.

If we look at the table presented in annex 1, we can see that 3 projects had a significant impact at the national level, i.e.: PD 68/89 Rev. 1 (F) in Brazil, PD 39/00 REV.3 (F) Phase II of Indonesia and Project PD 2/93 Rev.1 (F) of Congo. This means that lasting changes have been brought by these projects at the national level and that they have somehow influenced the policy of the forestry sector.

- In Brazil, PD 68/89 Rev. 1 (F) played a key role in the forest law and policy framework. It influenced the introduction of the forest concession system and contributed to reduce deforestation in the project area.
- In Indonesia, PD 39/00 REV.3 (F) Phase II has indirectly influenced the national forest policy (mandatory certification for concessionaires requiring extensions, integration of the social dimension in forest management, adoption of the concept of RIL).
- In Congo, it was said that Ngoua II Project PD 2/93 Rev.1 (F) has been a "revolution" in the frame of forest management for the country.

Although the three other projects had less impact at the national level, their contribution to ITTO's SFM work is nevertheless relevant.

- Project PD 185/91 Rev.2 (F) Malaysia has more than probably contributed to bring changes in policy at the national level relating to harvesting activities. Selective harvesting in Malaysia's commercial forests is now a firm national policy.
- In Peru, PD 23/00 Rev. 4 (F) had an impact in the compliance with the requirements of INRENA by the concession owners when they submit the management plans and the annual operations plans for approval. It contributed to introducing the harvesting techniques for reduced impact logging (RIL) which are now practiced by those who attended the training courses.
- PD 178/02 Rev. 1 (F) had positive results in the facilitating access to the information on SFM. It contributed to building the capacity of leaders among the groups of forest workers, technicians, professionals, educators, timber producers, civil servants, and decision makers. The capacity building was mainly in the areas of formulation and monitoring of management plans, and reduced impact logging.

In reference to the international guidelines (ITTO Policy Development Series 1) adopted by ITTO and its member countries in 1992, it is also evident that the different projects have been in line with the principles and possible actions covering considerations ranging from general policy to forestry operations aspects, as presented in the document. Lessons learned and experiences gained with these projects have without doubt contributed to reinforce the aim fixed by ITTO to achieve its target to produce tropical timber for export from sustainably managed forests by the year 2000.



### 2.3. Overall impact on and relevance of the six projects for the forestry and environmental authorities, Executing Agencies, the forest industry and conservation sector and local communities being served and the countries concerned

The interpretation of the term “impact” in the context of this report is about «**long term change**» at different levels, and about «**making a difference in a wide environment**». How did the project influence its more global environment and how did it contribute to the more general sectoral objectives at the national level? Impact is, without contest, one of the most important aspects analyzed in an ex-post evaluation, but also the most difficult. By definition, a project is generally not alone in influencing or bringing changes. Other factors, elements or other projects are also contributing to make a difference and to change behaviors in a more global environment and it's not easy to individualize or pinpoint a specific contribution. Whenever possible impacts have been considered at different levels, i.e.: national, regional and local.

The comparative table in annex 1 shows that impacts have been substantial (3 projects) to mitigated (3 projects) at the national level, whereas at the local level there was less evidence. One of the reasons for the low level of impact on field level (project site) could be explained by the lack or absence of target at that level. Another constraint faced by the Evaluation Team in most of the cases was the lack of references or measurable information on expected impacts in the project documents. Very often the Evaluation Team had to rely on information gathered with people who had been involved to some extent in the project. And even, when impacts could be found at the national level, it was not obvious that changes observed in the policy frame and context could be attributed directly to the project. Project impact design and monitoring was not a priority in the past and this is why in most of the cases it was completely missing in the project documents. In such conditions assessing impacts or long term changes which could have been produced by the project is becoming more difficult with the risk of inaccuracy or misunderstanding of the situation.

#### **National level**

In Brazil, the experience from PD 68/89 Rev. 1 (F) influenced the introduction of the forest concession system which was not practiced in the country before in its implementation. The Project was the first case in which the Government had a close collaboration with a private initiative to manage a forest concession in a National Forest context. This experience also informed the process of the elaboration of a law on the management of forest concessions, as well the adoption, by IBAMA, of normative instructions on forest management.

Project PD 185/91 Rev.2 (F) Malaysia has more than probably contributed to bring changes in policy at the national level relating to harvesting activities. Selective harvesting in Malaysia's commercial forests is now a firm national policy, and stringent requirements are in place to guide the conduct of harvesting activities based on a 30-year harvesting cycle. The new measures taken have considerably reduced current and future forest degradation resulting from commercial harvesting activities. The country has taken the appropriate measure by deciding to tackle the problem at the root level (improving the rules and regulation for harvesting of timber) instead of considering only the symptoms (post harvesting degradation of forest). However, this cannot be considered as a direct impact of the project.

In addition to that, the Evaluation Team found that although new knowledge on enrichment planting and grading of seedlings was being generated from additional activities being implemented as a result of the ITTO project, there was less evidence that this new knowledge was being used to revise and upgrade the manuals and guidelines themselves. At the operational level, the Evaluation Team found less evidence of how the guidelines and manuals on enrichment planting were being used widely within the Forestry Department.

Project PD 2/93 Rev.2 (F) Congo had a real impact at the national level, which can be seen at different levels. It is not wrong to say that “Ngoua II” has been a “**revolution**” in the frame of forest management in the country. However, due to the weakness of the information found in the project document and the lack of log frame and measurable indicators, such an assessment is quite difficult and there is a risk of inaccuracy and mistakes.

- The methodology developed by the project for the elaboration of MP has been improved and further developed and today the existing frame defined by the forest policy and legislation is based on solid grounds.

- The new forest law adopted in 2000 has integrated the social dimension in the management of the forest and has made compulsory for the concessionaires to prepare an “integrated MP” (with three dimensions, i.e.: economic, social and ecologic).
- Principles, criteria and indicators for SFM have been developed at the national level on the basis of the project’s experience and some of the key persons involved in the project as national consultants have also contributed to the development of the national PCI.
- National guidelines adopted in March 2004 and management standards prepared in December 2005 but not yet adopted, have been based on Ngoua II experience.

In Peru, PD 23/00 Rev. 4 (F) gave an impetus on the familiarization with the new system of forest concessions and contributed, together with other international organizations (WWF, CESVI, etc.), to the certification of several concessions. In this way it contributed to the implementation of the new Forest Law. But the project didn’t have any influence on policy processes at the national level.

For project PD 39/00 REV.3 (F) Phase II Indonesia, discussions with the project team indicated that the process of participatory approach has been adopted by Tropenbos Indonesia Project in its project, as well as by a number of follow up projects that dealing with spatial planning in Indonesia. Discussions with a senior forestry advisor in Jakarta revealed that the project may have indirectly influenced some national policies related to forestry. (i) Concessionaires requiring extensions to their forest concessions are now required to seek, independent, third party mandatory certification of their forest management practices based on ITTO’s criteria and indicators. (ii) Among the key criteria for assessing forest management performance under the government mandatory certification policy are the environmental and social aspects of forest management. Mandatory forest management certification can be a precursor to voluntary forest management certification either under the FSC or the PEFC certification schemes. (iii) In the allocation of forest resources, there is now an emphasis on ensuring that the needs of local communities, with respect to access to forests, are met. The senior forestry advisor informed the Evaluation Team that this policy has been influenced by the Malinau project. Today, the concepts of social forestry, community-based forest plantations (15 hectares per household) and customary forestry are part of Indonesia’s national forest policy considerations. (iv) The concept of Reduced Impact Logging and the guidelines developed by the project have been adopted and incorporated into Indonesia’s national forest policy by the Indonesian Government. (v) The Government of Indonesia has endorsed the decision by Kabupaten Malinau to declare the area a “conservation district” and awarded the nation’s highest environmental awards to the District and the Village of Setulang.

As far as PD 178/02 Rev. 1 (F) Peru is concerned, the Government identified recently the project’s website SIMFOS as a basis for the implementation of a national forest information system. Through Google search, SIMFOS is the second website that provides information on the forest sector in the Peruvian Amazon.

### **Executing Agency**

In Brazil, PD 68/89 Rev. 1 (F) was efficient in building the capacity of the Executing Agency to develop a system for sustainable management of the Tapajos National Forest. Of particular success was the introduction of Reduced Impact Logging practices in the National Forest.

The Forestry Department Headquarters, Peninsular Malaysia, EA of the project PD 185/91 Rev.2 (F) Malaysia took several measures after the completion of the project.

In Peru, the Executing Agency of PD 23/00 Rev. 4 (F) strengthened an Alliance with two other NGOs to improve the information of the public on forest concessions through radio programs.

For PD 178/02 Rev. 1 (F) in Peru, the EA had a considerable success in integrating the website SIFORESTAL in its information system. The results obtained so far are encouraging.

### **Regional or District level**

Project PD 39/00 REV.3 (F) Phase II Indonesia had also impacts at district level. ITTO project educated the Kabupaten about the important role environmental services particularly REDD, can play in improving the livelihoods of the people within the District. This partly influenced the decision by the Kabupaten to declare the area a “conservation district”. There is now an awareness of the relative merits of RIL compared with conventional harvesting practices. Similarly, there is an increased awareness of the importance of spatial plans (land use plans), particularly the need to include social, cultural and economic information. And finally,

the development of GIS capability as a result of the project has given the Kabupaten the capacity to produce quality maps.

### **Local communities**

Projects PD 185/91 Rev.2 (F) Malaysia, PD 68/89 Rev. 1 (F) Brazil, PD 23/00 Rev. 4 (F) Peru and PD 178/02 Rev. 1 (F) Peru did not define local communities as one of the targeted primary stakeholders, and did not define any particular activity targeting them. Therefore it's difficult today to analyze impacts at that level.

Project PD 2/93 Rev.2 (F) Congo has been successful in mobilizing and raising awareness of the local population in the active role they could play in the sustainable management of forests (elaboration and implementation of management plans. But today the impact remains uncertain and is even under the threat of negative effects, if local population are not directly involved in the implementation of the management plan together with the local concessionaire who started timber harvesting activities in the project area.

For project PD 39/00 REV.3 (F) Phase II Indonesia, impacts of the project in the village of Setulang were evident. Today there is better information encompassing the social, cultural and economic aspects of forests for preparing village level maps. Decisions related to forest resources and boundary demarcation are now more consultative than before, and also based on better information. The Village has decided to protect its forests by limiting the expansion of shifting cultivation and exclude any activities which may potentially impact negatively on the integrity of their forests such as coal mining and excessive timber harvesting. In the Village of Long Loreh, similar sentiments and vision were articulated but the Evaluation Team found no concrete evidence of active action similar to Setulang. However, there was evidence of the heightened awareness of the value and importance of forests created by the project.

## **2.4 Overall attainment of the objectives and assess the overall effectiveness of the six projects**

This part of the report relates to the "Effectiveness" (**doing the right thing**), which assesses the project's achievements i.e. the outputs, and how the outputs contributed to specific and development objectives.

As underlined under lessons learned, poor project design had a negative influence not only on project implementation, but also on the evaluation process. In many cases objectives were not properly defined (they were either too vague or too ambitious, or there was confusion with outputs and activities); quite often, outputs were not sufficient to achieve a given specific objective; log frame and measurable indicators were missing. Despite of this situation, we can consider that, in most of the cases with the exception of PD 23/00 (Peru), the specific objectives were fully or partially achieved. This shows that a real effort has been made by the different EA and by project staff to produce tangible outputs that were in line with the project document. Achievement of the development objectives gives already some indication about possible impacts; To a certain extent, there is some consistence with the achievement of the specific objectives, with the exception of the 2 Peruvian projects.

In Brazil, PD 68/89 Rev. 1 (F) was considerably successful in developing a model for sustainable management for production of timber and non timber forest products, and for conservation. Its experience on how the private sector can be a partner in SFM was used by the Government to improve the legal framework as far as introducing the forest concession system is concerned.

After reviewing all Project documents of project PD 185/91 Rev.2 (F) Malaysia and discussions with the relevant Project Team members, the Evaluation Team concluded that both the Project's Developmental Objective and Specific Objectives could have been better articulated in the project proposal. The Evaluation Team therefore interpreted the Project's Developmental Objective as "enhancing the sustainability of Malaysia's tropical rainforest resources" and the Specific Objective as "refining the technique of enrichment planting in order to increase the productivity of LOF.

Despite these weaknesses in the whole structure of the log frame, making it more difficult to assess the effectiveness of the project, the Evaluation Team found that most of the project's outputs have been achieved, and therefore that the Project's Specific Objective of refining the technique of enrichment planting in order to increase the productivity of logged over forests within the project area was largely achieved: 200 ha of enrichment planting have been realised and grading of nurseries have been tested. As a result 2 manuals on these topics have been produced. SPAs were established. All species couldn't be tested for reasons which are well explained. Stem cutting was not largely successful.

As for the development objective, given the slow rate<sup>3</sup> of rehabilitation of previously degraded forest and the gap in continuing with the project (which is discussed in the sustainability section), the Evaluation Team concluded that, the project did not substantially contribute to the development objective of “enhancing the sustainability of Malaysia’s tropical rainforest resources.

Despite the delay in the implementation and the finalization of the project (115 months instead of 18), the Project PD 2/93 Rev.2 (F) Congo has fully achieved its specific objective. The preliminary studies have been realized and the MP has been elaborated. The five expected outputs have been produced, i.e.: (i) maps 1/50.000<sup>e</sup> and 1/20.000<sup>e</sup>; (ii) report on quantitative and qualitative forest data; (iii) socio-economic report; (iv) environmental report and (v) integrated MP covering the area of the project.

As for the development objective, which was to maximize and rationalize the contribution of the forest sector to the national development through the implementation, together with the local population, of the SFM. The Evaluation Team considered that the contribution has been effective, despite the lack of measurable indicators presented in the project document.

For PD 23/00 Rev. 1 (F) Peru, it was difficult to evaluate how the objectives were met. The outputs had no logic link with the specific objectives, and the indicators for this objective correspond more to processes than outcomes. The general conclusion of the evaluators was that the project’s results at that level were not satisfactory due to a design problem which led to focusing more on the activities than on the outcomes and impacts.

For PD 39/00 REV.3 (F) PHASE II Indonesia, the Evaluation Team concluded that both the project’s Developmental Objective and the two Specific Objectives were only partly achieved.

In the view of the Evaluation Team, the Development Objective of establishing a model forest to achieve long-term forest management for multiple uses by integrating social, economic, environmental and silvicultural aspects was only partly achieved because (i) the original project area, the Bulungan Forest Research, did not fully meet the requirements of a model forest, as the area did not have enough forest-dependent communities living within it; and (ii) the solution proposed to address this shortcoming i.e. extending the project area to encompass the Malinau District so as to increase the number of forest-dependent communities and other stakeholders, made the project area too large for the purposes of a model forest. The tools to assist in achieving sustainable forest management (village mapping, GIS, RIL, participatory approach, conflict management, integration of livelihood and local value dimensions) were developed, but the impacts in terms of implementation of SFM concept on the ground have been patchy; i.e. the pieces of the puzzle are there, but only some parts have been put together.

The project’s specific objective of improving district coordination of forest management in the model forest through improved stakeholder participation, conflict management, development of land use plans and monitoring was also only partly achieved because (i) it was not possible to implement SFM in Inhutani II’s concession and (ii) it was also not possible to integrate the social and environmental aspects of SFM to produce a forest management plan for the company’s concessions because the Kabupaten decided to allocate 50% of the company’s concession for non-forest use.

As for PD 178/02 Rev. 1 (F) in Peru, two specific objectives were defined but one, “Strengthen capacity and train leaders in formulation, execution, and monitoring of sustainable management plans” is more a process than a specific objective. The other is “Establish an information system for the Peruvian Amazon on sustainable forest management, which provides relevant update information, specialized computer tools, and facilitates changes in forest activities of the region”. The project did not document how far this objective was reached. The evaluators are of the opinion that it was too ambitious to be reached with the limited resources and in very short project duration.

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<sup>3</sup> Malaysia has currently over 200,000 hectares of degraded forests caused by previous over-logging practices and shifting cultivation. Since 1970, the Forestry Department has been rehabilitating these areas through enrichment planting. Information provided by the Forestry Department indicated that, overall, the rate of enrichment planting has been reducing in recent years. For the 13-year period from 1970 to 2003, the annual rate of enrichment planting averaged 2,115 hectares. The average for the period 2004 to 2007 was only 549 hectares

## 2.5 Overall relevance of costs and cost structure and the use of resources in the six projects

This part of the report is about “Efficiency” (**doing things right**), which assesses how the project inputs and activities were used in producing outputs, the timing in the execution of the project.

Looking at the comparative table presented in annex 1, it appears that most of the projects were executed in an efficient way. The project in Congo, and to a less extent the project in Brazil, were the only ones showing less evidence of efficiency. For Congo, external factors (civil war) influenced negatively the project during its implementation stage. Efficiency is however not the most important aspect to analyze in an ex-post evaluation because it is clearly related to the implementation stage of the project cycle. An ex-post evaluation comes generally too late to properly assess the efficiency of a project.

PD 68/89 Rev. 1 (F) Brazil suffered considerable delays to start its planned activities. This in addition to the lack of a monitoring and evaluation system did not allow the evaluators to conclude objectively on the efficiency of the project’s implementation. Indeed the delays in starting project’s activities reduce project’s efficiency because there is a fixed Project management cost for not starting the activities as planned.

Although the project PD 185/91 Rev.2 (F) Malaysia, was scheduled for completion on 31<sup>st</sup> July 2003, it was not completed until 31<sup>st</sup> January 2004 due to delays caused by several reasons: (i) some facilities used during Phase I had to be completely renovated prior to commencing Phase II and (ii) delays in awarding tenders, (iii) delays in making decisions about important issues such as the choice of species, (iv) inadequate allocation of staff to the project in some situations and (v) delays in providing the Project with reliable 4-wheeled vehicles from the onset of the Project.

In relation to work plan implementation, the Project’s consultant commented during discussions that compared with Phase I, both planned and scheduled activities for Phase II were ambitious relative to the assigned resources.

Notwithstanding these difficulties and based on the review of the Project’s Completion Report, Final Report, the various Progress Reports and discussions with individuals involved with the Project’s implementation during the mission, the Evaluation Team concluded that, overall, the Project was executed efficiently, and that resources were used as per the Project’s budget and the scheduled activities.

Project PD 2/93 Rev.2 (F) Congo faced a lot of difficulties during its implementation. The project planned to cover a period of 18 months took finally 115 months before its completion. The first reason was the civil war which affected the country from 97 to 98, which lasted even longer in the South. Then the information provided by the socio and ecologic studies were considered insufficient and not meeting the requirement of the MP, which caused a new delay (August 02 to August 03). Finally financial constraints delayed the validation of the MP from March 04 to August 05. For all these reasons and despite the fact that initial budget was not exceeded, the efficiency has been considered as low by the Evaluation Team.

PD 23/00 (Rev. 1) Peru was executed in an efficient manner. However it lacked a Monitoring and evaluation system for further enhancing efficiency.

For PD 39/00 REV.3 (F) PHASE II Indonesia and based on the review of the Project’s Completion Report, Final Report, the various Progress Reports and discussions with individuals involved with the project’s implementation, the Evaluation Team concluded that, overall, the project was executed efficiently, particularly the research component, and that allocated resources were used as per the project’s budget and the scheduled activities. Indeed, the original scope of the project was able to be expanded significantly due to the ability of the Project Co-coordinator to obtain additional in-kind and cash resources, as well as extend the project’s original duration by 10 months without additional resources from the ITTO.

PD 178/02 Rev. 1 (F) Peru was executed efficiently considering the rigorous respect of the schedules of activities implementation. However, it is difficult to ascertain the efficiency of the project in achieving some of the outputs due to lack of baseline information that does not allow using indicators in the logical framework assess the results. The project document rightly defined quantitative indicators to assess the achievements, without establishing baselines for this assessment. In addition the project reports consulted did not make sufficient use of the indicators in describing the project’s progress.

## 2.6 Sustainability

Sustainability is about «**Continuing the flow of benefits**». It relates hence to the probability that, after end of the project, the outputs of the project will continue to influence development factors, such as policies, economic and financial factors, socio-cultural aspects, gender issues, ecological aspects and institutional capacity.

Sustainability is an aspect which was, in most cases, not properly considered by the countries. Very often once a project was closed most of the activities were suspended, the knowledge gained by staff members was lost due to transfer to new positions (and often in completely new areas of competencies) and information and lessons learned were not widely disseminated. There was no clear “exit strategy” and “capitalization process” planned in all the projects revised by the Evaluation Team. A good example to illustrate this situation is given by the Malaysian project which published valuable guidelines and manuals, but which somehow abandoned the project area, interrupting for example collection of data on samples plots and collection of seeds under mother trees in the seed production areas (SPA).

In Brazil, PD 68/89 Rev. 1 (F) was an effort to demonstrate a model of SFM in order to inform the processes of the country’s forest policy changes. It is indeed these policy changes, when they were adopted, that made the project reach its results, for lack of adequate institutional integration of the key activities, such as forestry research. Furthermore the lack of capitalization and publication of experiences limits the replication of the model elsewhere in the Amazon.

Although the ITTO project PD 185/91 Rev.2 (F) Malaysia was successfully implemented, and although manuals were published and disseminated, the Evaluation Team found that the Forestry Department had not continued with it.

For Project PD 2/93 Rev.2 (F) Congo, sustainability has also been analyzed at two levels.

At the **local level**, most of the infrastructures and archives of the project have been destroyed during the war. The MP has not really been implemented, although the area has been given to a national concessionaire with a contract stipulating the rules to follow for the management of the forest. Local population, mobilized and motivated during the elaboration of the MP have not been regularly informed about the follow-up given to the pilot initiative and they feel today somehow frustrated by the lack of concrete action.

At the **national level**, the reinforcement of institutional capacity and the dissemination of the project results to all actors of the forest sector were not planned in the project design. Therefore there is no evidence today that it was done, despite all the positive impacts already mentioned above.

For PD 23/00 Rev. 4 (F) Peru, there was no reflection made on sustainability in the Project document. It is probably for this reason that there were no modalities for the institutionalization of the results of the Project at its completion. For the moment sustainability of the projects results is limited by the following factors:

- Lack of adequate land use planning, particular in relation to mining activities in the forests;
- Low international prices of forest products which weaken the forest concessions;
- Limited capacity of law enforcement due to limited State resources.

For project PD 39/00 REV.3 (F) PHASE II Indonesia, sustainability has been analyzed at three levels.

At the **local level**, in the Village of *Long Loreh*, the Evaluation Team found that the people were well aware of the ideas and knowledge developed by the project but the Team also found no evidence that the villagers were using these ideas to influence the management of the Village’s natural resources. For example, whereas the Village of *Setulang* had rejected the idea of mining coal within its forests, the Village of *Long Loreh* had embraced the idea. During the field visit, the project team expressed concern about the potential adverse impacts of mining coal within the Village’s forests. The village of *Setulang* is still applying the tools developed by the project (conflict resolution, participatory decision-making for village development, the conservation forest concept and a more holistic and participatory approach to the preparation of Village Land Use Plan). However, the Village lacks the capacity to bring all these elements of a “model forest” concept together in a way that fully supports the sustainable management and use of the village’s natural resources.

At the **district level**, the Evaluation Team found no evidence that the Malinau District was continuing the project, with the exception of the GIS capability. The Kabupaten is continuing to use the GIS capacity developed by the project to produce maps and spatial land use plans for the district.

At the **national level**, the project team informed the Evaluation Team that, it was expected that FORDA and Kabupaten Malinau would continue the project. Indeed, the Evaluation Team was informed and also documented in the Project Completion Report that a proposal for Phase III, focusing on implementation and adoption of the outputs from Phases I and II, has been prepared to be submitted to the ITTO by the Government of Indonesia.

For PD 178/02 Rev. 1 (F) Peru, results obtained in the use and the functioning of the website SIFORESTAL are encouraging. The integration of this site in the information system of IIAP is a success and it is an important foundation of sustainability. What remains unclear is how to ensure a regular updating of the information from different sources. For this there will be a need to organize alliance of major forestry institutions that can provide information to SIFORESTAL.

### 3. LESSONS LEARNED

This chapter on lessons learned, as well as the next one on recommendations, is trying to summarize general aspects or elements, whereas individual observations, more related to a specific project or country, are developed in each project report.

- ✓ Doing an ex post evaluation is a very valuable exercise which can benefit both the countries and ITTO. The aim is to improve the quality of the design of future projects' proposal. Unfortunately, most of the project documents didn't have in the past any element or **information about impact or effects**. Very often objectives were not properly defined; log frame and measurable indicators were missing. In such conditions assessing impacts or long term changes which could have been produced by the project is becoming more difficult with the risk of inaccuracy or misunderstanding of the situation. Very often the Evaluation Team had to rely on information gathered with people who had been involved to some extent in the project. Fortunately, the third edition of the ITTO manual for project formulation offers today better opportunities to assess impacts and long term effects of projects (see in particular section on "expected outcomes at project completion" and section on development objective and impact indicators).
- ✓ If impacts are expected at **different levels** within a country, i.e. national, regional and local, and even at international level, projects should consider from the very beginning on how they will be able to influence these different levels. The complexity of the project will depend upon the ambitions fixed in the specific and in the development objectives. To make things change at different levels will imply different skills and capacities. For example a Research Institute is probably the right organization to undertake studies or research, but when it comes to influence national policies with the outputs of the research or to implement at a larger scale the findings or the methodologies developed on pilot sites, other agencies/organizations will be needed. The right combination between these agencies during the different stages of a project would give more chance to get impacts at various levels.
- ✓ Sustainable forest management is a "*journey and not a destination*". Consequently, projects dealing with the sustainable management of tropical forests should be designed with a **long term perspective** in mind. This is important to ensure projects can be implemented effectively to produce the desired results that can continually influence the forest management practices of the submitting country.
- ✓ **Appropriate project design** is very important for the success and effectiveness of any project. To build a project, it is necessary to ensure that key stakeholders and partners will be identified from the very beginning and will contribute in the identification and formulation of the project, before contributing to its implementation. Such clear repartition of roles and responsibilities during the different phases in the project cycle was not considered in the past. This has very often negative consequences on how the projects were implemented, on how they achieved their objectives and on the level of their sustainability and long term impacts.

- ✓ For projects aimed at **capacity building**, the intended results can be fully reached if the training activities are supported by an effort to ensure the follow-up of beneficiaries with specific assistance to their particular problems in the context of their work. This would allow not only immediate impact but also additional learning on the real life problems.
- ✓ It is important that the on-going **sustainability** of ITTO-funded projects can be assured, to ensure that the knowledge and experience gained from implementing these projects are not lost. Future SFM projects should include exit strategies and plans. The plans should detail how financial and human resources will be provided to continue implementation and/or adoption of the project outputs.
- ✓ Implementing a complex project in a continually **changing political environment** requires specialized facilitation and negotiation skills. It is important that the stakeholders and partners understand the challenges they are likely to face in such an environment, and implement appropriate strategies including identifying the partners with relevant political and policy negotiation skills, to interface with the different levels of government involved in the project. This was particularly relevant for project PD 39/00 REV.3 (F) PHASE II Indonesia for which there was a failure to identify policy-oriented partners to support CIFOR's action-oriented research.

#### 4. MAJOR CONCLUSIONS AND RECOMMENDATIONS

Specific recommendations for a particular project can be found in the project reports. In this section we intend to formulate more a set of more global recommendations as specified in the Terms of Reference:

1. The needs for similar projects in the future.
2. The objectives of such future projects.
3. Innovative approaches/designs for projects aiming at improving forest management/inventory.
4. Appropriate target groups, e.g. countries, governments, organizations, forestry sector, local communities, etc.
5. The organizational arrangements of the projects.
6. Follow-up and evaluation practices.
7. Supplemental, alternative activities, processes, procedures, and/or follow-up programmes in the field of forest management and inventory, if appropriate.

##### 1. The needs for similar projects in the future

"Sustainable Forest Management" is and **should remain a central and crucial theme** for ITTO and for producing countries in the coming years. Without securing the resource base of tropical timber, the timber industry will suffer and the timber market will collapse. The pressure on tropical forest land and forest resources remains high, and SFM is the key response in order to value the multiple values of goods and services that are provided by these forests. It is not surprising therefore that "Forest Management and Inventory" constitutes a central theme in the ITTO agenda and there is no reason today to change this strategic orientation for the moment. It is true that progress to achieve ITTO's "Objective 2000", has been slow. The target remains ambitious and a lot remain to be done before it will be achieved in a way which will be relevant and satisfactory at a global level. But the outcomes of these efforts are gradually visible. A good example is the interest showed by big timber companies in the Congo Basin for certification, which is ultimately securing SFM. The social dimension has been introduced together with the environmental concern in management plans all over the world. Forest is not considered any more only for the production of timber, but in an integrated approach where the economic, social and environmental dimensions are brought together. ITTO, together with its member countries, has played a leading role in developing these new concepts.

Considering the level of impacts as presented in the comparative table in annex 1, we can conclude that **most of the assessed projects have contributed to some extent to the improvement of "forest management/inventory"** at different levels: national, regional and local. But in many cases impacts could have been better and could have had a greater influence on SFM for the countries. There are many reasons for that and we will try to develop further these aspects beneath.

As already mentioned before, "Sustainable Forest Management" is a "*journey and not a destination*". Consequently, projects dealing with the sustainable management of tropical forests should be designed with



**a long term perspective** in mind. This is important to ensure projects can be implemented effectively to produce the desired results that can continually influence the forest management practices of the submitting country (sustainability factor). This remark will bring us to the next point related to the “objectives” of such future projects, which covers more broadly the design of the project itself.

## 2. The objectives of such future projects

In general terms, the formulation of the various objectives of the projects needs to be improved. The “project design and formulation” in many of the assessed projects was indeed poor. This is not surprising and is not a criticism to the countries. Over the years, ITTO has already greatly improved the different stages of project identification and elaboration. Today the log frame has been widely adopted. This implies proper problem identification and formulation, appropriate translation into development and specific objectives, expected outcomes identification at project completion and development of a monitoring and evaluation system with the establishment of a baseline for indicators. The third edition of the ITTO manual for project formulation will further improve the overall quality of the project documents and as a consequence will facilitate any upcoming evaluation exercise made by ITTO.

Ensuring that projects aim at securing the forest resource (SFM) will require to make concrete changes in a framework of **outcome and impact oriented management**. In this regard a more “applied orientation” will provide references or measurable information on expected impacts. As already mentioned, the term impact in the context of this report is about «**long term change**» at different levels, and about «**making a difference in a wide environment**». How did the project influence its more global environment and how did it contribute to the more general sectoral objectives at the national level? The objectives and expected outcomes (the change that is brought about under the influence of the project) should be identified and presented in a way that allows to assess the project’s **impact** and the longer-term effect of the project intervention.

Another aspect to consider when defining objectives of future projects would be to better demonstrate in the project documents how the project will also contribute to ITTO’s SFM work. In addition to ITTO’s objectives and to the ITTO Action Plans, more references should be given to other ITTO policy documents, namely to (i) the various ITTO policy guidelines (SFM, planted forests, biodiversity, forest restoration) and to the (ii) ITTO Criteria and Indicators

## 3. Innovative approaches/designs for projects aiming at improving forest management/inventory

The point is not about having an innovative project design, but to have simply “a sound project design”. A poor project design will not only influence negatively the implementation of the project, but it will also adversely influence the achievement of the project objectives and outcomes. A “**sound Project design**” not only allows its good implementation, but also makes it easier to monitor and measure the outcomes as far as solutions to the problems of the beneficiaries are concerned. Hence outlining valid indicators in the Logical Framework is a good tool to provide a precise image of the planned results. It is therefore important for ITTO to have adequate tools for ex-ante evaluation of the quality of project proposals.

In addition to a proper identification of key problem and to the proper formulation of project objectives, as part of the log frame, any project intended to demonstrate an SFM model, should also incorporate the following elements in its design:

- Establish a strategy for ensuring the participation of stakeholders, with tools of social audit;
- Plan activities to develop evaluation capacities of the stakeholders to allow them an effective participation in the implementation of the project and ownership of its results and experiences;
- Indications for the elaboration of a monitoring and evaluation system, and for the establishment of a baseline for the indicators;
- Plan activities for the capitalization and dissemination of experiences;
- Develop a clear exit strategy and show how sustainability will be ensure after the closure of the project

## 4. Appropriate target groups, e.g. countries, governments, organizations, forestry sector, local communities

When designing a new project, it is crucial to identify the appropriate target groups and to distribute properly roles and responsibilities. If impacts are expected at different levels within a country, i.e. national, regional

and local, and even at international level, a project should consider from the very beginning on how it will be able to influence these different levels. The complexity of the project will depend upon the ambitions fixed in the specific and in the development objectives. To drive change at different levels it will imply different skills and capacities. Therefore a key question in the very beginning would be: **“does the proposed project have the relevant mix of stakeholders and influence capacity to bring permanent changes at the different targeted levels?”** For example a Research Institute is probably the right organization to undertake studies or research, but when it comes to influence national policies with the outputs of the research or to implement at a larger scale the findings or the methodologies developed on pilot sites, there is a need to include other agencies/organizations. To achieve an impact at local level, appropriate involvement of local communities is needed from the very beginning (inception phase) of the project. New methods and tools have been developed in the third ITTO Manual for Project Formulation. Appendix A of the manual is presenting guidelines for ensuring stakeholder participation in the project formulation, be it government, private sector or civil society, with a special focus on local communities. A **right combination** between these different actors, agencies or institutions during the different stages of a project and an appropriate repartition of roles and responsibilities, based on skills, levels of influence and experience, would give more chance to get impacts at various levels.

If the intention is to get long lasting changes in terms of SFM, projects will have **to work both at the local (micro) level** (pilot sites, testing new approaches and methodologies, et.) and **at the policy dialogue level (meso and macro)**. Experience gained in the field should fuel the policy dialogue at the regional and national levels in order to bring long-term changes in policies and laws.

#### 5. The organizational arrangements of the projects

Looking at the comparative table presented in annex 1, it appears that most of the projects were executed in an efficient way, which means that organizational arrangements were appropriate or adequate to implement a particular project. The project in Congo, and to a less extend the project in Brazil, were the only one showing less evidence of efficiency. For Congo, external factors (civil war) influenced negatively the project during its implementation stage. Efficiency is however not the most important aspect to analyze in an ex-post evaluation because it is clearly related to the implementation stage of the project cycle. An ex-post evaluation comes generally too late to properly assess the efficiency of a project.

#### 6. Follow-up and evaluation practices

This is quite obviously an important element which could be reinforced and improve in the future. It should be considered at the following levels:

- *Looking at impacts already in the implementation stage*  
There is a clear need to focus more on project impacts already during the implementation of the projects. It is not enough to report only on implemented activities or achieved outputs and objectives. The impact dimension should also be considered, although its effects will not be fully achieved at the end of the project. Again, with the new ITTO manual for project formulation, this is something which could be done easily in new projects. Formulation of expected outcomes at project completion and identification in the log frame of impact indicators and means of verification are required. It will constitute the basis and the reference for impact assessment since the implementation stage of the project.
- *Follow-up of Steering Committees recommendations*  
It is recommended that the ITTO secretariat representative who attends project steering committee meetings should ensure that any issues identified at these meetings are adequately addressed, and that project steering committee recommendations are fully implemented. The membership of project steering committees is important as a project's success or failure depends on the effectiveness of the advice and guidance the committee provides to the project implementation agency. It is therefore crucial that the membership of project steering committees better reflects the composition of the key stakeholders.
- *Evaluation capacity*  
The tools for monitoring and evaluation should be adequately incorporated not only in the project management mechanisms but also in the processes of development. Projects should therefore include monitoring and evaluation activities in their work plan and corresponding budget lines. ITTO should contribute to reinforce and strengthen the evaluation capacities of the projects' staff.

## 7. Other aspects

### *Long-term commitment*

As already said, any project in the field of forest management and inventory should be designed with **a long term perspective** in mind. This is important in order to ensure projects can be implemented effectively and produce the desired results that can continually influence the forest management practices of the submitting country. SFM is not something which can be achieved overnight. It also implies a commitment from the donor agencies to provide support and funds for periods which go well beyond 3 to 4 years. A phased approach would probably be the best option in most of the cases in order to avoid too complex and too ambitious projects. Very often a first step is needed to develop and test a new concept or a new approach. Another one will be needed to scale up the experience gained during Phase 1 and to influence the policy level in a way which will bring long-term changes.

### *Sustainability and capitalization/dissemination of results*

The comparative table in annex 1 shows that sustainability was poorly addressed in most of the projects. ITTO should encourage projects that are aimed at SFM to increase the effort of **capitalization and publication of experiences** and to create spaces of lessons learning and sharing. This is already partly done through the ITTO web site, but it should be also improved in the future by disseminating project publications to a larger audience, by organizing regional and international workshops and conferences to present and debate on findings and lessons learned, etc.). Methods and tools for capitalization of experiences in ITTO projects should be developed and made available.

ITTO should also encourage the executing agencies to make a better use of internet in the dissemination of information and experiences. In this regard, ITTO could make available as an option, a standardized website design for ITTO projects that could be adapted to specific Project needs.

Project sustainability is an important criterion in the ITTO's assessment of projects submitted for funding by member countries. The Evaluation Team recognizes that the ITTO's Expert Panel can only assess a project's sustainability based on the information on the subject included in the project proposal by the submitting member country. The full value and impact of a completed project can only adequately be realized if there is a strategy in place to ensure the uptake of the outputs or continuation of some of the project activities once it is completed and funding support from the ITTO has ceased. Given the importance of project sustainability in contributing to the full achievement of project objectives and benefit realization, the Evaluation Team recommends that the ITTO should consider investigating more effective ways of assessing the sustainability of submitted projects in the future.

The countries should also make sure that the recurrent costs necessary to ensure continuity and sustainability after the closure of an ITTO project are addressed, including the allocation of appropriate and adequate human resources and capital equipment that may be required. And finally, projects raising expectations amongst the population should make sure that these expectations will be met, especially after project's completion.

## **Conclusions**

The ex-post evaluation of six ITTO Projects on Forest Management/Inventory was a challenging exercise to conduct. In all the countries visited, the support given to the members of the Evaluation team was very efficient and the importance of this event was well understood. The idea, as presented at the beginning of each mission, was not to judge, but to try to understand jointly what worked well and what didn't work in order to help the countries and ITTO to better design and formulate new projects in the future.

One of the main constraints faced by the Evaluation Team in most of the cases was the lack of references or measurable information on expected impacts in the project documents.

Another one referred to the design of the project and the lack of consistency in the development and presentation of development and specific objectives, as well as in the identification of expected results and relevant indicators for the different levels.

And finally the lack of reference to relevant ITTO`s policy documents on SFM constituted also a limiting factor in this exercise.

Despite these weaknesses and despite the different contexts in which these projects were implemented, some similarities could be identified and lessons learned as well as recommendations could be formulated for both ITTO and the countries.

**Annex 1:**

**Comparative table with the different levels of analysis**

	PD 68/89 Rev.1 (F) Brazil	PD 23/00 Rev.4 (F) Peru	PD 178/02 Rev.1 (F) Peru	PD 185/91 Rev.2 (F) Malaysia	PD 39/00 Rev.3 (F) Indonesia	PD 2/93 Rev.1 (F) Rep. of Congo
<b>Efficiency</b>	--	++	++	++	++	--
<b>Effectiveness</b>						
- <b>Specific obj.</b>	++	--	+-	++	+-	++
- <b>Development obj.</b>	++	+-	++	--	+-	++
<b>Sustainability</b>	+-	+-	++	--	+-	--
<b>Impact</b>						
- <b>Local</b>	--	--	--	--	++	+-
- <b>Regional</b>	++		+-	--	+-	--
- <b>National</b>	++	+-	+-	+-	++	++

- ++ important/significant contribution
- +- more or less/mitigated contribution
- no evidence or not targeted

**List with objectives of the International Tropical Timber Agreement (1994) addressed by the projects:**

Objectives	PD 68/89 Rev.1 (F) Brazil	PD 23/00 Rev.4 (F) Peru	PD 178/02 Rev.1 (F) Peru	PD 185/91 Rev.2 (F) Malaysia	PD 39/00 Rev.3 (F) Indonesia	PD 2/93 Rev.1 (F) Rep. of Congo
a)To provide an effective framework for consultation, international cooperation and policy development among all members with regard to all relevant aspects of the world timber economy				x	x	
(b)To provide a forum for consultation to promote non-discriminatory timber trade practices				x	x	
(c)To contribute to the process of sustainable development	x	x	x	x	x	x
(d)To enhance the capacity of members to implement a strategy for achieving exports of tropical timber and timber products from sustainably managed sources by the year 2000	x	x	x	x	x	x
(e)To promote the expansion and diversification of international trade in tropical timber from sustainable sources	x	x	x	x	x	
(f)To promote and support research and development with a view to improving forest management and efficiency of wood utilization as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests	x			x	x	x
(g)To develop and contribute towards mechanisms for the provision of new and additional financial resources and expertise needed to enhance the capacity of producing members to attain the objectives of this Agreement						
(h)To improve market intelligence with a view to ensuring greater transparency in the international timber market						
(i)To promote increased and further processing of tropical timber from sustainable sources in producing member countries						
(j)To encourage members to support and develop industrial tropical timber reforestation and forest management activities as well as rehabilitation of degraded forest land, with due regard for the interests of local communities dependent on forest resources				x	x	x
(k)To improve marketing and distribution of tropical timber exports from sustainably managed sources						
(l)To encourage members to develop national policies aimed at sustainable						

utilization and conservation of timber producing forests and their genetic resources and at maintaining the ecological balance in the regions concerned, in the context of tropical timber trade	x			x	x	
(m)To promote the access to, and transfer of, technologies and technical cooperation to implement the objectives of this Agreement, including on concessional and preferential terms and conditions, as mutually agreed		x				
(n)To encourage information-sharing on the international timber market						