

Report of Ex-post Evaluation

Project PD 44/00 Rev.3 (F)

**THE IMPLEMENTATION OF COMMUNITY BASED
TRANSBOUNDARY MANAGEMENT PLAN FOR THE BETUN
KERIHUN NATIONAL PARK, WEST KALIMANTAN, INDONESIA.
PHASE II.**

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ACRONYMS

BKSDA	<i>Balai Konservasi Sumber Daya Alam</i> (Conservation Regional Office)
CIFOR	Center for International Forestry Research
DANIDA	Danish International Development Agency
DPK	<i>Dewan Penentu Kebijakan</i> (Park Policy Board)
FoMMA	Forum of Local Communities Representation/Customary Peoples Deliberation Forum
ITTA	International Tropical Timber Agreement
ITTO	International Tropical Timber Organization
IUCN	International Union for the Conservation of Nature
MOF	Ministry of Forestry
NGO	Non Governmental Organization
NTFP	Non-timber Forest Products
PHKA	<i>Perlindungan Hutan dan Konservasi Alam</i> (Indonesian Directorate General of Forest Protection and Nature Conservation)
PMU/PMB	Park Management Unit/Park Management Body (BP <i>Badan Pengelola</i>)
TBCA	Trans-boundary Conservation Area
WWF	World Wide Fund for Nature
WWF-I	WWF-Indonesia
SOW/TOR	Scope of Work/Terms of Reference

Part I: Executive Summary

An evaluation of phase II of the Betung Kerihun project was carried out in July and August 2010 – 5 years after the end of this phase of the project. The evaluator was accompanied by an anthropologist who had been part of the Borneo Biodiversity expedition sponsored by ITTO in 1997 which had much of its activity in the Betung Kerihun area. The phase under evaluation covered just 4 years of a total of 15 years of ITTO involvement in the Betung Kerihun area. It was therefore difficult to attribute achievements to the activities supported under this phase of the project. However the different phases of the project have been well integrated and continuity has been provided by the continued presence of a strong team from WWF in the project area. Some activities have slipped from one phase to another and in general most activities in all phases took far longer to achieve than had been expected. Overall good progress has been made and this is in large part because the government through PHPA has made contributions in excess of those foreseen in the project document.

ITTO has played a significant role as a catalyst and facilitator and the long term commitment of ITTO must be a major element in stimulating the political support for and the success of conservation programs in the area. A very firm basis has been provided for long term sustainable conservation activities.

Trans-boundary activities have developed although the interactions are not as intense as was originally hoped – they remain adequate for practical needs and the good cross-border relations were certainly a major factor in the success of efforts to reduce illegal logging in the border area. Considerable efforts have been made to engage local communities in conservation programs and to introduce alternative revenue generating activities. These efforts have led to goodwill towards the project from local people but as in many other projects of this kind the material benefits to the populations have not lived up to expectations. The volume of tourism has remained low and the value of the agroforestry crops that have been promoted is also inadequate to make a real impact on local livelihoods.

Overall the project has been successful. It has adapted well to changing circumstances, it has greatly increased the level of government commitment to the area, it has done as much as was possible to promote the interests of local people and it has established an effective project management unit which has the potential to maintain the program in the long term.

The ITTO activities in this area are probably a significant contributor to the emergence of the tri-national Heart of Borneo initiative of Malaysia, Indonesia and Brunei which is led by WWF and which is now the most important initiative supporting the conservation and sustainable development of the forests of Borneo. It is recommended that ITTO phase out its contributions to Betung Kerihun but engage more strongly with the HoB. ITTO should use its influence to guide the HoB towards a strategy that gives more emphasis to sustainable forest management and local community forest-based activities in Borneo.

Part II: Evaluation Report

1. Project Context

1.1 Project Background

Betung Karihun national park (BKNP) is located in the Kapuas Hulu region in West Kalimantan, Indonesia. The protected area includes forests from about 100 m. ASL to 1900 m ASL along the Malaysian border. The area is remote and inaccessible and was little known until the 1990s. The classic book on the Ecology of Kalimantan by MacKinnon et al published in 1996 contains almost no information on Betung Karihun area.

The 600,000 Bentuang Karimum Nature Reserve was established in 1982 and subsequently enlarged to 800,000 ha in 1992. Its status was changed to National Park in 1995 and the spelling of the name changed to Betung Kerihun to accord better with local usage. The Borneo Biodiversity Expedition of 1997 sponsored by ITTO focused the spotlight on this area and the adjoining Lanjak Entimau reserve in Sarawak and provided the stimulus for conservation activities and led to the present project. The forest is of interest as being a large intact forest area covering a broad altitudinal gradient but is especially noteworthy because of its population of Orang Utans.

In the late 1990s and early years of the present century the area was subject to intense illegal logging – much of it to meet demand in adjacent Malaysia – the timber was exported on trucks across the border. This illegal activity was the subject of considerable media attention and was eventually stopped by strong action by the two governments. The attention that the issue received and the subsequent effective conservation measures may be attributed at least in part to the awareness raising activities associated with ITTO sponsored activities on both sides of the border.

The discussions leading up to the initiation of ITTO projects and the project itself have generated a lot of interest in the BKNP and its surroundings and it has become one of the better known and better protected national parks in Indonesian Borneo. It also provides the best case of trans-border coordination.

1.2 ITTO Project

The project under review PD44/00 Rev. 3 (F) – Implementation of a Community Based Transboundary Management Plan for the Betung Kerihun National Park, West Kalimantan, Indonesia, Phase II was implemented by WWF and the Directorate General of Nature Protection and Conservation (PHKA) and followed from an earlier phase I which focused on collecting basic data on the area for the production of a management plan. The project was approved by ITTO in 2001 for duration of 36 months. However its start was delayed until 2002 and it was eventually extended until 2005. A third phase has maintained activities in the area until the present.

1.3 Geographic and Socioeconomic Context

The area is remote, it is located in the District of Putussibau which is a rapidly expanding communications hub and a center for the expansion of agriculture and some mining. New roads are actively being extended into the lowland forest areas but the hill forests are still relatively intact. A diversity of peoples lives in the area. Traditional Iban communities still live in long houses around the BKNP boundary, there are Punan inhabitants but also a lot of people from other parts of Indonesia attracted to the area by employment in the various industries that are developing. The population density remains low and most people are dependent on agriculture and forestry activities. A wealth of background information has been collected by the project and is available in the numerous technical reports of the project.

1.4 Strategy

The project aimed to strengthen the management of the BKNP through greater involvement of local people in park management, through the development of alternative livelihood options for people based upon the park, through small scale agroforestry activities in areas adjacent to the park and through contributions to local social infrastructure.

The project was primarily executed by WWF but it aimed to strengthen the role of the PHKA in the area and most of the work was carried out jointly by WWF and PHKA personnel. Contributions from ITTO were used to improve the physical infrastructure of PHKA in the area.

The project also had a strong commitment to strengthening collaboration and information exchange between Sarawak and Indonesia in protected area management in the area. This was achieved through exchange of information, exchange of staff and some joint workshops. Local communities were also associated with this cross-border collaboration.

2. Evaluation Scope, Focus and Methodology

2.1 Evaluation Scope

The evaluation sought to determine the overall impact of the project on the protected area, its surrounding populations and especially on collaboration between the protected area authorities on the two sides of the international boundary. This evaluation formed part of a series of parallel evaluations of transboundary biodiversity projects supported by ITTO in Asia and South America.

2.2 Evaluation Methodology

The evaluator conducted initial interviews with WWF staff responsible for the execution of the project on May 27th in Jakarta. A plan for a field visit was established during that meeting. Additional input to the evaluation was collected during meetings with representatives of the Ministry of Forestry and conservation NGOs on 27th and 28th of May, during a meeting of Indonesian conservation organizations in Bali from June 9th to 12th and in Jakarta from July 26th – 28th. A field visit to Betun Kerihun was undertaken from 19th to 23rd of June. A summary list of the principle persons interviewed is provided in annex 3.

The overall approach was to conduct semi-structured interviews with the full diversity of stakeholders involved in the project. The objective of these interviews was to elicit the views

of a diversity of stakeholders on the overall objectives of the project and the efficiency and effectiveness of the execution of the project.

The evaluation team consisted of Prof. Jeffrey Sayer, specialist in natural resource policy issues and Dr Agni Boedhihartono an anthropologist with extensive experience working with the indigenous communities of the island of Borneo. Dr Boedhihartono was a member of the original Borneo Biodiversity Expedition sponsored by the ITTO in 1997 and was able to speak with local stakeholders in their local languages. In the field we concentrated on soliciting the views of local stakeholders and government officials on the value of the project and the quality of its execution. We placed special emphasis on the concerns of the local inhabitants of the area around the national park, notably those who had been impacted by the conservation and development activities of the project.

3. Evaluation Results

3.1 Evaluation of Original Project Document

3.1.1 Basic Proposal

The original proposal was well-prepared and remains credible. It set ambitious targets and perhaps did not allow sufficiently for the uncertainties inherent in a project of this sort in a remote area subject to strong and conflicting development pressures and with relatively weak governance structures in place. It was a little over-ambitious in its expectations of the speed and intensity with which cross-border collaboration could be achieved.

3.1.2 Structure and Presentation of Proposal

The proposal was thorough prepared, technically sound and provided a competent analysis of the situation on the ground. It reflected the international importance of the Betun Kerihun area for biodiversity conservation. The project was well integrated with and complemented the actions of other agencies who are actively promoting conservation in Borneo.

3.2 Evaluation of Project Execution

3.2.1 Efficiency and Effectiveness

Given the pioneering nature of the work, the remoteness of the area, the inherent difficulty both in shifting power to local communities and in achieving effective cross-border collaboration the project must be considered to have been efficient and effective. A lot was achieved with rather modest resources. The project catalyzed contributions from the Indonesian government in excess of what was anticipated in the project document and the achievements on the ground exceed what was anticipated. Some activities took longer to implement than had been forecast and this was probably inevitable in the circumstances.

3.2.2 Techniques Applied

The project team focused on building popular support for the conservation of Betung Kerihun and its surrounding areas. Both at the provincial, district and local level an intense effort to raise awareness of the conservation issues around Betung Karihun was mounted and appears to have been successful. The evaluation team interviewed stakeholders at all of these levels

and there was widespread support for the project. Efforts in the villages immediately adjacent to the national park were especially intense and seem to have resulted in good relations between the staff of the national park and these local people.

3.2.3 Project Management, Financial Management, Administration

At the time of our visit – almost 5 years after the end of the project phase being evaluated – WWF and PHKA had in place management arrangements that were efficient and effective. We were impressed at their ability to arrange for us to see so much and meet so many people in a short time. Buildings and materials were in good condition, staff members were available in the field in all areas visited even during a weekend. Facilities in the field at a camp inside the national park were good. We were provided with audited accounts statements and these were satisfactory.

3.2.4 External Factors – Unexpected Problems or Circumstances

No major unanticipated problems were reported.

3.3 Evaluation of Project Results

3.3.1 Anticipated Results

We evaluated achievements against the log frame objectives in the project document and have the following observations (the indicators and means of verification are not numbered in the project document – the numbers here are the order in which they appear in the log frame):

1. Working relations between LEWS and BKNP are good. Meetings have been held and reports produced. The meetings appear to have been less frequent recently and the intensity of collaboration is not as great as the project document had targeted.
2. Encroachment and illegal activities have probably decreased in the BKNP and this can be attributed to the project activities.
3. Local people are receiving some modest benefits from project activities in the buffer zones of the BKNP – the original project document was over ambitious in its expectations about the potential impact of these buffer-zone activities. This reflects the widespread finding that it is difficult to bring about significant changes in local peoples' livelihoods through small-scale agricultural and forestry interventions.
4. Zoning, boundary demarcation, administrative buildings and basic management and field equipment are all in place. It is difficult to judge the contribution of ITTO funds to this – a lot has been achieved during the present third phase of the project and the contributions of the Indonesian government have been considerable. Staff members are motivated and some have good skills. ITTO through WWF has certainly played a major catalytic role in this.
5. Local people are playing some role in park protection – probably as much as can be expected.
6. Local benefits from tourism and agroforestry are modest but gradually increasing – these activities have served more to improve relations between BKNP staff and the communities than in genuinely driving development in the area.

Outputs 1:

1. **Boundary demarcation:** The park boundaries are now demarcated in those areas where villages are located close to the boundary. The international border is marked by the Topographical agency and the project has taken care of the boundaries within Indonesia.
2. **Office construction:** The park office in Putussibau has been constructed, furnished and is operating well.
3. **Operational procedures:** The operational procedures for the park staff are those that PHKA uses elsewhere. They are satisfactory although it is hard to judge whether staff are optimally deployed and managed. We had the impression that there might be too many staff and not enough material support (vehicles etc) to allow them all to function effectively.
4. **Recruitment and training of staff:** Staff have been recruited both from the communities and also from other parts of Indonesia. Most of the recruitment appears to have occurred during the third phase of the project so phase II probably did not achieve its objectives during its period of execution. Some local training has been provided through workshops etc but the international advance degree training mentioned in the log frame has not occurred.
5. **Data management:** PHKA is working on data base systems for the Indonesian protected area network. No specific system for BKNP has been developed by the project –although a great deal of data has been accumulated. The management and storage of protected area data is a problem in many places and this problem has not been adequately solved for this project.
6. **Agroforestry:** Some limited progress has been made in domesticating local forest crops. However much of the progress – for instance with Gaharu – occurred because of work carried out elsewhere in Indonesia. This objective was a little unrealistic.
7. **Ecotourism:** The basic principles and some infrastructure for locally managed ecotourism is in place but the volume of tourists remains extremely low. This output was also rather optimistic and has to be seen as a long term goal rather than a short term project deliverable.
8. **Micro-enterprises:** Little progress has been achieved in the establishment of these small enterprises. Such attempts are included in many protected area projects and they rarely succeed. External economic factors, access to markets and infrastructure determine the extent to which local people can innovate and local projects rarely make much difference.
9. **Awareness:** The project has done an excellent job of raising awareness at all levels from the villages on the park boundary to Jakarta and even globally. This has been a major success of the project.

Outputs under objective 2:

1. **Sharing of lessons:** There has been a lot of exchange between LEWS and BKNP and some collaboration. The evaluation team did not have a mandate to examine the outcomes on the Malaysian side of the frontier but it is unclear whether many changes in management approaches have been achieved as a result of lessons learned from the project. On the Indonesian side there is a great deal of knowledge of how to work with communities whilst on the Malaysian side there is greater expertise on biological studies. There is still potential for each side learning from the other.

2. *Buffer zone initiatives:* We did not have the impression that there had been a great deal of sharing of ideas and experiences on small scale agroforestry interventions.

Overall outcomes against objectives:

1. Many outcomes planned for phase II were only achieved during the third phase of the project when government resources were more available.
2. Overall the project has reached its objectives more slowly than planned and its most important contributions came from its catalytic effects on the activities of others.
3. In general projects such as this tend to be excessively ambitious in their expectations of the speed at which major conservation programmes can be developed. ITTO has now been involved in BKNP for 15 years and has made modest financial contributions throughout this period. This progressive building of capacity and structures has been very successful but it was not explicitly foreseen in this way in the project documents.
4. There is now a strong political commitment to the overall goals of the project, a greatly enhanced capacity to manage this ambitious undertaking and BKNP now has a solid basis for further development and sustainability – this success goes beyond what was planned in the project document.

3.3.2 Unanticipated or Unexpected Results

No significant unexpected results were noted. The relative slowness of the achievements of outcomes was predictable and probably provided a more solid base than would have been achieved if things had been pushed through too rapidly.

3.3.3 Evaluation in Terms of Biodiversity Conservation

It is very difficult to assess the impacts of the project on biodiversity conservation. However the following should be noted:

1. The rate of illegal logging and hence of deforestation and degradation has certainly slowed.
2. Awareness of the need for biodiversity conservation has certainly been greatly increased at a local, district and provincial level.
3. Knowledge of the biodiversity of the BKNP has greatly increased and so the baseline against which future changes might be measured is now strengthened.

3.3.4 Results General Achievements and Expected Future

As argued elsewhere in this evaluation the overall impact of the project has been very positive and it has built solid foundations for further long term improvement of management of BKNP and its surroundings. The broad goals and outputs from the project were achieved even if some of the detailed activities and outputs were delayed or not achieved.

3.3.5 Beneficiaries and Evaluation of Project Effects on Communities

The project has not brought major benefits to local communities. It was unrealistic to have expected that this would be possible though such a relatively modest project intervention. However the project did bring some improvements to the conditions of local people and did

build a foundation upon which further improvements might be achieved in the future. The evaluation team believes that the project achieved as much as was possible in this field with the time and resources available to it.

3.3.6 Technical and Scientific Quality of Results and Their Dissemination

A number of technical reports have been produced which capture a great deal of information about the BKNP and its surroundings. These reports are of a good standard. However these internal reports from WWF tend to be difficult to locate after a period of years and yet their content is of increasing value over time. It might have been better to have focused on a smaller number of synthetic reports on the BKNP area and to have published these in an academic journal or as a book through an established commercial publisher. This would ensure that the knowledge contained in the reports becomes part of mainstream literature and is available through major libraries and internet based data systems.

3.3.7 Community and Authority Participation in Project Activities

The evaluation team spent a night in Sadap village on the edge of the park and travelled into the park with people from the village. There was clearly goodwill between the people of the village and the staff of PHKA and WWF and the villagers were supportive of the project. However they pointed out that the direct benefits that they had been led to believe would flow from the project and from the existence of a national park had not materialized. Some younger people are employed in the park and are able to get limited employment escorting the very few visitors who come to the park but there was disappointment that there were not more activities and greater economic benefits to the community. Interestingly village elders were keen that the national park should provide learning opportunities for young people but felt that this had not yet happened.

Whilst we were inside the BKNP we encountered three people from this village who were illegally felling and sawing timber for local house construction. They were obliged to abandon their timber in the forest and were reprimanded but their equipment was not confiscated and they were not formally punished. Their crime was a minor offense compared to the major industrial scale illegal logging that occurred just a few years ago and it seemed to us reasonable that local people should be allowed access to timber for their own use. Such leniency is clearly good for local relations. At the same time the people were flagrantly logging within the boundaries of the national park and excessive leniency could undermine the integrity of the park. There is a lack of quality timber now outside the park boundaries largely as a result of the heavy illegal logging from across the border in Malaysia in the 1990s and early 2000s. The project is now promoting reforestation with valuable timber species near to villages and in the long term this would seem to be the best solution to the problem. The reforestation is being combined with the planting of Gaharu (*Aquilaria spp.*) and agroforestry species and although on a small scale was a valuable activity and was contributing to the good relations with the communities. The situation in and around Sadap was said to be similar to that in other villages on the park periphery where WWF and PHKA are active but we were not able to verify this on the ground due to lack of time.

The project is now extending its activities to communities that are more distant from the BKNP in an attempt to create a corridor joining BKNP to the Danu Sentaram NP. This would enable Orang Utans to move between these two isolated populations. This had meant that

WWF and PHKA staff members are working with several communities in the area to achieve conservation outcomes distant from the BKNP boundary. The evaluation team was impressed by the quality of these efforts and the receptiveness of the communities to these initiatives. We were able to witness at first hand a situation where a villager had killed an Orang Utan and captured the orphaned baby. Instead of simply using the Forest Police to arrest the wrong doer and take the process through the criminal courts WWF and PHKA had chosen to convene a public meeting to debate the issue with local leaders. An agreement was reached that the community would henceforth police the area itself but that if further infractions were noted the Forest Police (POLHUT) would intervene. We felt that this empowerment of the communities was a positive move.

Relations between WWF project staff and their counterparts in the PHKA were clearly excellent and this was a very positive feature of the project. The government contributions to the project through PHKA have greatly exceeded what was anticipated in the project document and this can be attributed to the efforts of WWF both locally, at the provincial level and in Jakarta and Bogor. The evaluation team interviewed PHKA staff in Bogor and they expressed satisfaction with the project.

3.3.8 Post-Project Situation

The condition of the park is good. The evaluation team did not see any signs of significant encroachment. The heavy illegal logging that in part prompted the initiation of this project has ceased. The areas within the park that were illegally logged are now regenerating satisfactorily. Orang Utan populations appear healthy even in areas relatively close to the villages on the park boundaries. It was of course not possible to verify these findings for the entire park in the time available and with the resources at our disposal. We were not able to consult recent satellite imagery of the BKNP.

The initiatives to extend the park by the protection of a corridor linking it to Danau Sentaram are constructive but ambitious. This effort which falls within the tri-national Heart of Borneo initiative (HoB) will require sustained efforts over many years. It will be important that this is not done at the expense of the essential task of maintaining the integrity of the BKNP itself.

The links with Lanjak Entimau and Batang Ai in neighboring Sarawak are now healthy. There is a reasonable level of cross-border communication and meetings are held to bring the staff of the protected areas together from time to time. The evaluation team formed the impression that the intensity of these interactions may not be as high now as it was in the past – notably at the time of the Borneo Biodiversity Expedition in 1997. The potential for cross-border tourism has not been exploited. The essential objective of achieving continuity of the protected areas across the border has been achieved and it is not apparent that higher levels of cross-border activity are really needed.

3.4 Evaluation of Proposed Project Follow-up Phase

No immediate follow up is required or requested. Government contributions are now adequate to maintain the conservation programmes in the field and the activities with local communities. The conservation programmes in the area now come under the umbrella of the tri-national Heart of Borneo initiative sponsored by WWF. This initiative does not give an adequate profile to the value of managed production forests in its activities and ITTO might

consider the possibility of joining the HoB and contributing through the promotion of sustainable forestry as a more significant element of HoB.

3.5 Lessons Learned

The main lessons that the evaluation team drew from the project were as follows:

1. The leadership role played by ITTO was significant. The brokering of meetings at national and local level across the border has enhanced cross-border understanding and collaboration – probably ITTO is unique in having this convening power at the international level.
2. The severe illegal logging in the area that contributed to the need for the project has now ceased. Tackling this illegal logging was politically sensitive and ITTO's presence and contribution to getting this addressed at a political level was valuable and again was a unique contribution that only ITTO might have made.
3. The involvement of ITTO has kept the authorities on both sides of the border constantly aware of the importance of sustainable production forest management in conservation programmes constantly on the agenda and ITTO has played a significant role – both in this area and beyond- in achieving this essential balance between industrial forestry and conservation.
4. Projects such as this will always require long-term sustained support and the success achieved in BKNP comes from the fact that the ITTO provided its support over 15 years. The support was modest compared to similar projects funded by the GEF and bilateral donors and the flexible and adaptive delivery has contributed to this success. ITTO has probably achieved more bank for its buck through this project than other donors have achieved with projects with far higher budgets elsewhere in Indonesia and in other tropical forest countries.

5. Relationship to ITTO/ITTA Goals and Objectives

The activities supported by this project were consistent with ITTO goals and objectives for sustainable forest management and conservation. Although the project was primarily focused on biodiversity conservation in protected areas it addressed this objective in the broader context of the sustainable management of the forests of this important area in Central Borneo. The project was consistent with the ITTO Guidelines on Biodiversity Conservation in Tropical Production Forests to the extent that it focused on conservation in a protected area surrounded by production forests. It was consistent with ITTO's policies on sustainable forest management in supporting conservation in a broad context of sustainable forest management.

The project was strongly aligned with ITTO's mandate to foster cooperation amongst its member countries – in this case Indonesia and Malaysia but also the consumer countries who supported the project – notably Switzerland and Japan.

6. Conclusions and Recommendations

5.1 Conclusions

1. Overall the project was successful – it probably exceeded the expectations that were included in the project document – the project did this because it provided continuity

in a series of ITTO contributions to conservation and development in a very important rainforest area.

2. The project did not achieve all of the outcomes and outputs planned for the project period. However it catalyzed a great deal of activity by the Indonesian government, notably the PHKA which would almost certainly not have happened without the ITTO involvement.
3. ITTO had a particularly valuable role in bringing the forest conservation authorities from Sarawak and Indonesia together and making their combined activities into a truly cross-border programme.
4. Sustained support delivered in a flexible fashion is the best way of contributing to such ambitious, broad and long-term programs and ITTO fulfilled its role well.
5. The achievements of the project greatly exceed those of other similar projects which had far greater resources that were attempted by other international actors during the same period.
6. ITTO fostered a greater involvement of local people in the programme and this was a pioneering project in generating learning about how to achieve this. IT has had an impact on Government of Indonesia policies relating to local people's involvement in conservation and has probably had a similar influence in Malaysia.

5.2 Recommendations

5.2.1 Recommendations Concerning Follow-up Phase

No major follow up phase is planned. However ITTO could continue to play a role in the BKNP area by associating with the tri-national Heart of Borneo initiative led by WWF. ITTO should move from being a source of funding to being a source of guidance on policies and practices. The HoB could greatly benefit from the knowledge of capacities that ITTO can harness – notably all that is contained in the ITTO Guidelines series. The Guidelines on Sustainable Forest Management, on Restoration and Rehabilitation of Degraded Lands and on Biodiversity Conservation in Tropical Production Forests are all very relevant to conditions in the Heart of Borneo and could provide a framework for ITTO's engagement with the HoB process.

5.2.2 Recommendations for Co-Implementing Organizations

The PHKA should be commended for its strong engagement in this project and for having exceeded its commitments as included in the project document. It should be encouraged to continue to work with WWF in the area and to draw upon the resources of ITTO to support its activities.

WWF and PHKA are to be commended for their initiatives under the HoB and should maintain these programmes and implement them in association with ITTO.

5.2.3 Recommendations for ITTO

1. Continue to exploit its comparative advantage in working on forest issues that require cross-border cooperation – ITTO is in a unique position to broker such cross-border programmes.

2. Continue to support protected area programs as fundamental elements of sustainable forest management.
3. Scale back involvement in the BKNP area but engage with the HoB initiative to guide its activities in achieving broad based sustainable forest management throughout the island of Borneo. Draw upon the competencies and knowledge that ITTO is able to deploy to guide policies and practices for achieving broad forest goals in Borneo.
4. Use the BKNP experience as a model for projects that may be implemented under the emerging REDD+ arrangements for forest conservation.
5. Recognize that setting ambitious long-term goals for projects is more important than detailed planning of short term project deliverables. ITTO does not have a comparative advantage in bringing short term technical or material contributions to these programs – instead it has a strong comparative advantage in bringing broad strategic guidance and in generating political commitment and goodwill.