INTERNATIONAL TROPICAL TIMBER COUNCIL

COMMITTEE ON REFORESTATION AND FOREST MANAGEMENT

Distr.
GENERAL

CRF(XLVI)/5
24 August 2012

ENGLISH ONLY

FORTY-SIXTH SESSION
5 – 10 November 2012
Yokohama, Japan

SYNTHESIS REPORT ON EX-POST EVALUATION OF THREE ITTO COMPLETED PROJECTS ON COMMUNITY PARTICIPATION IN SFM & FOREST REHABILITATION//LANDSCAPE RESTORATION/SECONDARY FOREST MANAGEMENT

PROJECTS

PD 324/04 Rev.3 (F)
Sustainable Management of Tropical Forest Resources through Stakeholder Agreements in Traditionally Owned Areas of Papua New Guinea

PD 271/04 Rev.3 (F)
Rehabilitation of Degraded Forest Land Involving Local Communities in West Java, Indonesia

PD 394/06 Rev.1 (F)
Restoring the Ecosystem Functions of the Lake Toba Catchment Area through Community Development and Local Capacity Building for Forest and Land Rehabilitation (Indonesia)

Prepared for ITTO

by

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List of acronyms

ALLG	Almami Local Level Government
ANFRI	Aek Nauli Forest Research Institute
CBO	Community Based Organization
CSO	Civil Society Organization
CFNCRD	Center for Forest and Nature Conservation Research and Development (a Directorate of FORDA)
DEC	Department of Environment and Conservation (PNG)
DNPM	Department of National Planning and Monitoring
FLR	Forest and Land Rehabilitation
FORDA	Forest Research and Development Agency (Indonesia)
FSCD	Forestry Service, Ciamis District
FCSCD	Forestry and Crop Estate Service, Ciamis District
FMA	Forest Management Area/Agreement
GoI	Government of Indonesia
GoPNG	Government of Papua New Guinea
ITTA	International Tropical Timber Agreement
ITTO	International Tropical Timber Organization
LLG	Local Level Government
LRSF	Land Rehabilitation and Social Forestry
LTCA	Lake Toba Catchment Area
MOU	Memorandum of Understanding
NGO	Non Government Organisation
PNGFA	Papua New Guinea Forest Authority
PNG	Papua New Guinea
PSC	Project Steering Committee
REDD	Reduced Emissions from Deforestation and Degradation
TNC	The Nature Conservancy
ToR	Terms of Reference

Contents

Summary

Ex-post evaluations were carried out of three projects with varying degrees of community participation, in Papua New Guinea and Indonesia, between May and July 2012. This Overall Executive Summary draws on the reports prepared following each of the evaluations. A particular focus of the evaluations was: "... *to point out the successful and unsuccessful outcomes, the reasons for successes and failures, and the contribution of the projects towards the achievement of ITTO's Objective 2000, and to draw lessons that can be used to improve similar projects in the future*." (ToR, p. 1).

Each of the three projects had a very different focus - sustainable forest management and forest conservation (PNG), improving private forestry (Indonesia-Ciamis) and rehabilitating degraded private forest land (Indonesia-Lake Toba). While there were significant differences in the context of all three projects, there were some common elements in their design and implementation. All three projects noted that many of the issues associated with achieving project objectives were constrained, not by technical issues, but by social and institutional ones. The design documents of all projects recognised the importance of "participation" of the key stakeholders in project activities and their "empowerment" in order to achieve project objectives. In addition, an explicit part of the project design in all three projects was to develop "models" that would have wider application.

All three projects were reasonably successful in terms of achieving their Specific Objectives and contributing to their Development Objectives. However, there were several issues which constrained their ability to be more successful, in particular: (i) how some of the social aspects (which were perceived as being at the heart of project design) were conceptualised and translated into project activities, and (ii) the extent to which "models" were developed to extend the impact of findings beyond the immediate project area.

The PNG project focused its activities, and its budget, on explicitly addressing the active participation of key stakeholders and of empowering them to take independent decisions concerning the management of their natural resource base. The two projects in Indonesia, which were of relatively short duration, were implemented with a major focus on technical activities (establishing demonstration plots, building a nursery, etc.) and encouraging local farmers to participate in a government programme. There was little enquiry into what the local community wanted or of incorporating these needs into project activities.

The approach for sustainable resource management developed and tested in the Adelberts Ranges in PNG was also being trialled in other parts of PNG. Among the key elements of the approach were the development of participatory Land Use Management Plans and the negotiation of Conservation Agreements with the Local Level Government. However, a clear articulation of the "model" had not been carried out by the project, but this was done during the ex-post evaluation. Neither of the projects in Indonesia took the step alluded to in their project documents of developing models for rehabilitation that could be applied in a wider setting, although some aspects of the projects' experiences could contribute to such an analysis.

Several generic lessons were derived from an analysis of all three projects and these could provide guidance for the design and implementation of future projects that have a major emphasis on social/institutional processes.

1. Considerable time is needed to build the capacity of key stakeholders to use participatory approaches for forest land use planning and management.

2. There is a big difference between encouraging farmers to "participate" in a government programme, such as rehabilitating degraded forests, and facilitating their "participation" in their own development agenda--successful outcomes depend on bringing these two agendas together.

3. Projects that place social processes at the heart of their design should allocate appropriate resources, including expertise and budget, to address those processes, and not marginalise them or treat then in a token manner.

4. Short duration, one-off projects cannot expect to achieve significant levels of participation leading to effective empowerment of key stakeholders unless they are part of a much longer running initiative.

5. Empowerment is a social process that needs careful nurturing and support—participation in training courses is not sufficient to empower farmers and farmers' groups to be independent decision makers, although it may contribute.

6. Iterative approaches to implementation, such as action learning, can be usefully employed in situations where there is a high degree of social and institutional uncertainty in the operational context.

7. Projects that have an explicit expectation in their design to develop a "model" to apply outside the project area should devote resources to developing and testing such a "model" and this should be reflected in the project budget and activities.

In projects where social and institutional constraints are recognised as being central to their design, more focused attention needs to be given to participation and empowerment—they are not technical processes, although they are often treated as such. Effective empowerment of local communities to take decisions over forest management may also need regulatory changes to legitimise their decision making.

1. Introduction

Ex-post evaluations were carried out of three projects in Papua New Guinea and Indonesia as part of a thematic assessment of projects with various degrees of community participation. The primary purpose of all three evaluations, as stated in the ToR (see Annex 1) was "*...to provide a concise diagnosis of two projects related to Forest Rehabilitation [PD 271/04 Rev.3 (F) and PD 394/06 Rev.1 (F)] and one project related to Community Participation in SFM [PD 324/04 Rev.3 (F)] so as to point out the successful and unsuccessful outcomes, the reasons for successes and failures, and the contribution of the projects towards the achievement of ITTO's Objective 2000, and to draw lessons that can be used to improve similar projects in the future*."

This Overall Executive Summary (essentially a synthesis report) draws on the reports prepared following the evaluations of the three projects in May (PNG) and July (Indonesia) 2012. (Gilmour 2012; Gilmour and Ghazali 2012 a; Gilmour and Ghazali 2012 b). The ToR for each of the evaluations and for this synthesis report are shown in Annex 1.

1.2 Basic data on each project

The basic statistics of the three projects are shown in the following tables.

PNG

Project name	Sustainable Management of Tropical Forest Resources through Stakeholder Agreements in Traditionally Owned Areas of Papua New Guinea
Project number	PD 324/04 Rev.3 (F)
Executing agency	PNG Forest Authority in collaboration with The Nature Conservancy.
Starting date and duration	January 2007; planned duration 36 months; actual duration 46 months, to September 2010.
Budget (US$)	Total: 1,032,734 (ITTO contribution 452,596; TNC contribution 505,138 GoPNG

	contribution 75,000)
Country	Papua New Guinea
Location	Adelbert Mountain Range (north coast of PNG), Almami Local Level Government, Bogia District, Madang Province.

Indonesia-Ciamas District

Project name	Rehabilitation of Degraded Forest Land Involving Local Communities in West Java, Indonesia
Project number	PD 271/04 Rev.3 (F)
Implementing Agency	Forestry Service of Ciamis District in cooperation with Forestry Research and Development Agency (FORDA) and Directorate General of Land Rehabilitation and Social Forestry (LRSF)
Starting date and duration	March 2006; duration: 27 months
Budget (US$)	Total: USD 570,236 (ITTO contribution USD 493,236; Government of Indonesia contribution USD 77,000)
Country	Indonesia
Location	Ciamis District, West Java, Indonesia

Indonesia-Lake Toba Catchment Area

Project name	Restoring the ecosystem functions of the Lake Toba catchment area through community development and local capacity building for forest and land rehabilitation
Project number	PD 394/06 Rev. 1 (F)
Executing agency	Forestry Research and Development Agency (FORDA), The Ministry of Forestry.
Starting date and duration	September 2007; planned: 36 months; actual: 37 months.
Budget (US$)	Total US$ 686,784 (ITTO contribution US$ 549,974 and GoI in-kind US$ 136,810)
Country	Indonesia
Location	Seven Districts in the Lake Toba Catchment Area, Northern Sumatra, Indonesia

2. Context of projects

Each of the three projects operated within its own specific context that influenced the project design, implementation arrangements and results. The salient features of the context of each of the projects are described in the following sections.

2.1 PNG-Adelbert Ranges, Madang Province

The PNG project needs to be seen in the context of the changing dynamics of forest management in the country. For the past 30 years forest management has been dominated by an industrial model in which the key characteristics are:

- A Forest Management Agreement (FMA) is negotiated between the State, land owners and industry. This provides a mechanism whereby landowners transfer forest management rights to the State which is supposed to manage forests sustainably on behalf of the landowners.
- Landowners receive a guaranteed portion of royalty payments.

Over the years widespread dissatisfaction with this model has emerged centred on (i) unacceptable levels of destruction and degradation of large areas of forests that landowners value for a wide range of goods and services, and (ii) inequitable sharing of benefits.

Industrial forestry has come to an end in several provinces, and is declining rapidly in most others. By and large, the easily accessible forests have been harvested. Data from the PNG Forest Authority indicates that 75% of the concessions have concluded operations. Clearly an alternative model for

forest management is urgently needed to address the deficiencies of past approaches and to commence planning for the future.

The rationale for the project's intervention, as noted in the Project Completion Report, was that: "...*the clans and communities were not conserving and managing their forests sustainably for the future generations to be able to enjoy the products and services it provides*" (ITTO 2010 a, p. 6). The Project Document noted that The Nature Conservancy had been working with local government and communities in the Madang area since 1997 to find ways to protect the region's biodiversity, and that coming out of this collaboration: "*The Almami Local Level Government (ALLG) in Madang Province enacted the* ***Almami LLG Environment and Conservation Law****, a first of its kind in PNG, in 2003. It creates a mechanism that allows clans to gazette some or all of their land as protected area and then to develop their own integrated management plans, which govern the use of these protected areas.*" (ITTO 2005, p. 3).

It was concluded that, in order to address the root causes of forest degradation in a systematic and sustainable manner, significant attention needed to be paid to: "...*strengthening and informing the decision-making of local communities with regard to the use of their forest and land resources and building a supportive relationship and capacity for land use planning assistance with local government*" (ITTO 2005, p. 6). This became the basis of the Project design. It was also perceived that: "...*a robust legal framework and compatible economic opportunities will be required*" (p. 6). Essentially, the Project was designed to operationalise the 2003 *Almami LLG Environment and Conservation Law.*

2.2 Indonesia-Ciamis District, West Java

The contemporary landscape in Ciamis District is essentially a forested one consisting of a mosaic of relatively small patches of agricultural land integrated into areas of private forest managed under both agroforestry and pure forestry regimes. The upland, steeper areas of the District tend to be state owned forest of various categories, much of which is degraded. The private forests represent a mature system with the age range of trees varying from recently planted to more than 30 years. Overall, the private forests are extremely well managed to produce a mix of timber and non-timber products. This impressive process of afforestation of private land has been underway in the District for many decades.

The available government data indicate that there is a large area of degraded forest in the District. However, it is universally accepted by everyone interviewed (government officials including extension staff, ex-project staff, individual farmers, farmers' groups and sawmillers) and supported by detailed field observations, that virtually all of this is in state owned land, particularly ex-crop estates, and not in private forest land. In fact, it was not possible to find any degraded private forest land during the mission.

The Project Document for the Ciamis project noted that: "(t*)he failure of land and forest rehabilitation in almost all part of Indonesia is caused by ignoring the social and cultural aspects of communities living near the forest...*" (ITTO 2006, p. 9). It also noted that: "*It is recognized that the rehabilitation of degraded forest land in west Java is not possible without people participation. Rehabilitation program by company/ local government have been largely unsuccessful due to ...a failure to address local communities' needs*". (p. 6)

Building on this contextual analysis, the Project Document concluded that: "*The core activities (*of the project*) are directed to empower local communities on rehabilitation activities in such way that the activities of the project could improve the social welfare for the local people in the project area and its surroundings*" (ITTO 2006, p. 19).

Private forests were the explicit focus of the project's activities. They cover 32,000 ha in the Ciamis District (about 13 % of the land area in the District) and produce on average 360,000 m³ of logs per

year that are processed in more than 500 sawmills in the district[1] (Anon. 2011) as well as by mills outside the District. By and large, there are no land use or land tenure conflicts that concern private forests in the District.

2.3 Indonesia-Lake Toba Catchment Area, North Sumatra

Data in the Project Completion Report (ITTO 2010 b) indicate that in the 12 years between 1985 and 1997 about 16,000 ha of forest were lost, either degraded or converted to agriculture. This is a rate of about 1,300 ha per year. It is presumed that most of this loss occurred on government forest land of various categories and it was suggested that substantial loss of forest is still occurring.

The Project Document for the Lake Toba project noted that: "*(i)integrated approaches on water catchment areas management, involving community participation become an essential step toward the achievement of the sustainable forest management...* " (ITTO 2007, p. 3). This alludes to two of the key aspects that are reflected in the design of the project, *viz*, integration between agencies and the active participation of local individuals and groups in activities.

While some technical issues were also identified in the Lake Toba Project Document as constraining past rehabilitation efforts, it was made clear that the major issues to be addressed were social and institutional in nature, and in particular, those associated with (i) unclear land tenure and tenure conflicts, and (ii) effective local participation and community empowerment to undertake and sustain rehabilitation activities. This analysis provided the rationale for the project's design and its implementation.

One of the major constraints previously identified as limiting rehabilitation efforts in the Lake Toba Catchment Area (LTCA) was unclear and conflicting land tenure. However, it became clear during the evaluation mission that this was not universal, and indeed varied widely between Districts and, in some cases, within Districts. In Samosir District, a large proportion of the non government land is still held under clan ownership, although for various reasons some of this has been privatised during the past several decades, a process which is continuing, although slowly. Tenure uncertainties impinged on attempts to introduce tree and agroforestry systems to clan land because of difficulties associated with obtaining agreement from all clan members (many are absentee landowners but still have the right to be part of the decision making process). In Kona District, the process of privatising clan land was completed in about the 1970s and there are now no land use or tenure conflicts. Other Districts are intermediary between these two ends of the spectrum. This is a somewhat simplified characterisation of a complex land tenure situation, but sufficient to indicate that there will not be one single approach that will be suitable for all situations. Any approach to rehabilitation will need to be tailored to the site-specific conditions, of which land tenure is one.

Unlike in West Java, the culture of the Batak and other local communities does not place a high value on integrating trees into the local farming systems in the LTCA. The approach taken by the project basically followed three threads. It: (i) demonstrated how agroforestry can be integrated into private farmland to improve environmental and economic benefits; (ii) collected a great deal of useful material through a series of in-depth studies that could be used in future planning and implementation of rehabilitation activities; and (iii) raised awareness among a wide range of stakeholders of the issues associated with improving rehabilitation in the LTCA.

3. Common features of the three projects

The discussion above indicates significant differences in the context of all three projects, but there were some common elements in the design and implementation. All three projects noted that many of the issues associated with achieving project objectives were constrained, not by technical issues, but by social and institutional ones. The design documents of all three projects recognised the importance

[1] Provincial Forestry Office data (quoted in FORDA 2008) indicate that there were 538 sawmills in Ciamis District in 2006.

of "participation[2]" of the key stakeholders in project activities and their "empowerment[3]" in order to achieve project objectives. This referred in particular to participation and empowerment of the farmers and farmers' groups who constituted the primary stakeholders. Participation and empowerment were interpreted and addressed in different ways in each of the three projects, and this is discussed in more detail in later parts of this report.

An explicit part of the project design in all three projects was to develop "models" that would have wider application (see Box 1 for a summary of the focus in each case).

Box 1. Summary of the emphasis given in all three projects to develop "models" that would have application beyond the immediate project area.

PNG
The Project was perceived to have national application: "...*to create a conservation and development model that can be applied widely throughout the country"* (ITTO 2005, p. 2).

Ciamis District, West Java
It was argued that forest degradation was a major forest management concern throughout Java and beyond. The Project Document stated that: "*Rehabilitation through local community participation in Ciamis district will be a model rehabilitation approach in Java*". (ITTO 2006, p. 5).

Lake Toba, North Sumatra
The Project Document stated that, by the end of the project, various models integrating agroforestry and reforestation into farming systems "...*will be available and can be adopted for wider use in forest and land rehabilitation*" (ITTO 2007, p. 8).

In summary, all three projects recognised the importance of effective participation of key stakeholders and their empowerment to make decisions regarding management of forests and forest land. In addition, all three projects had an explicit requirement to analyse the results of their activities and develop models that would have a wider application.

4. Issues or problems that constrained achievement of objectives

All three projects were reasonably successful in terms of achieving their Specific Objectives and contributing to their Development Objectives. However, there were several issues which constrained their ability to be more successful, and in particular limited the opportunities for their experiences to be used to inform research and development relevant to SFM and forest rehabilitation beyond the project sites. Some of these issues relate to how some of the social aspects (which were perceived as being at the heart of project design in all cases) were conceptualised and translated into project activities. The following discussion focuses on: (i) how the projects approached "participation" and "empowerment" and the extent to which this was successful, (ii) the approaches adopted for implementation in situations where there was an explicit focus on social/institutional issues, (iii) the approaches taken to reduce dependency on forests and (iv) the extent to which "models" were developed to extend the impact of findings beyond the immediate project area.

[2] The active involvement of people in making decisions about processes, programs or projects that affect them (as well as in the activities themselves).

[3] Implies human-centered development, e.g. raising the recognition and capacity of a group to participate and act towards achieving their goals.

4.1 Participation and empowerment

"Participation" and "empowerment" of key stakeholders were two aspects that connected all three projects but these were interpreted differently in each case. In PNG, participation became a central focus of the project's activities and absorbed much of the budget. A considerable effort was put into designing and applying Participatory Rural Appraisal (PRA) techniques to guide facilitation of community groups (which consisted of multiple clans in each of nine villages) in the participatory development of land use plans and negotiation of land use management agreements (Conservation Agreements) with the Local Level Government (LLG). The project's activities from 2007 to 2010 were part of a much longer process that started in 1997 aimed at developing a different modality for forest management in the Adelberts Ranges. In this case, participation was real and meaningful and culminated in effective empowerment of the community groups to negotiate with outsiders, including government and local industries, about all matters concerning management of their clan lands and marketing products. Part of the empowerment came from having an enabling regulatory framework at the local level that recognised the locally developed land use management plans as part of formal Conservation Agreements. There is a tangible sense of empowerment among the communities which have completed the Conservation Agreements and the following Box indicates some key aspects of the process.

Box 2. Indicators of active participation and empowerment in PNG.

- A manual was developed and applied to guide facilitation of community-based land use planning, associated legal matters, partnerships and sustainable financing.
- Community-based approaches were used to engage communities in land use planning in 22 villages in the Almami LLG area. The process adequately incorporates agriculture, sustainable forestry, biodiversity conservation and cultural objectives.
- Nine Land Use Management Plans were finalised covering the territory of nine villages and 22 clans.
- Nine Conservation Agreements were endorsed by Almami LLG. All 22 clans signed these agreements.
- Communities are implementing land use practices according to their Land Use Management Plans and show a strong sense of ownership of the process and the final products (the Land Use Management Plans and Conservation Agreements).

In Ciamis District in Indonesia the key participants in the project were owners of small patches of private forest, and the major activities of the project were aimed at improving the technical aspects of their private forestry. The forest owners already had well established systems in place for all aspects of their forestry practice from planting seedlings to selling harvested timber and non timber products, and for these purposes they operated as individuals and not in any collective manner. In this sense, they were already empowered to take decisions in respect to the way in which their private forests were managed and how their forest products were sold. "Participation" was approached by the project from the perspective of training farmers in technical matters and in giving farmers' groups additional skills to work more effectively as organisations to operate nurseries. One of the technical innovations introduced by the project was a simple volume tape that farmers could use to obtain an estimate of the volume of trees that they wished to sell. This placed them in a position of power when negotiating prices with sawmillers or middle men, as they could no longer be cheated. The Project Document noted the importance of taking account of the needs of local communities in designing project interventions (ITTO 2006, p. 6). In spite of this, there is no indication that any project activities were carried out to determine these needs. Rather, presumptions were made on what was best for local communities.

The Lake Toba Project Document (ITTO 2007) noted that past rehabilitation programmes had achieved little success due to several reasons including that the local community was often considered as "objects" rather than "subjects" and this resulted in very low participation in activities and a lack of any sense of ownership of the outcomes. A consequence of this analysis is that local communities, primarily private and clan land owners, should be integrated into key aspects of the rehabilitation programme from the planning stage onwards. There is no indication that this was done. Many of the project's activities revolved round carrying out seven in-depth studies and following these

with workshops to discuss the implications. These could have resulted in developing an approach to treat the local community as “subjects” in future programs, but no such approach was articulated.

4.1.1 General discussion of participation and empowerment

Because participation and empowerment are so fundamental to collaborative approaches to forest management, some theoretical concepts associated with these terms require brief discussion here. The literature on citizen participation in community programmes makes it clear that there are different levels of participation, and various authors have classified levels of participation of people in development programmes. For instance, Arnstein’s (1969) ‘ladder of participation’ shows eight levels at which citizens commonly participate in programmes. Arnstein aligns each rung in the ladder with levels of purpose of the development agency - ranging from ‘citizen manipulation’ (on the lowest rung) to ‘control by citizens’ at the highest level. This ladder is often used to categorise the types of aims that agencies may have in seeking citizen participation, but is less helpful where citizens themselves take a lead in a participatory management process (e.g. in forest management). In this second context Pretty’s (1995) typology shown in the following Table is more useful, and provides more descriptive categories that resonate with the approaches of the three projects being discussed.

Table 1. Levels of community participation - Pretty’s (1995) typology

Participation mode	Participatory behaviour
Self mobilisation	People participate by taking initiatives independent of external changes to system
Interactive participation	People partake in joint analysis, which leads to joint action with outside agency (participatory monitoring and trials)
Functional participation	People participate by forming groups to meet predetermined objectives (e.g. solve known problems)
Participation for material incentives	People provide resources (usually labour) in return for cash or food
Participation by consultation	People are consulted by external agencies for their views, as a basis for problem definition and solution.
Participation in information-giving	People answer questions posed by outsiders seeking to understand their situation
Passive participation	People are contacted to be told what is going to happen, or what has happened

In general, high levels of participation are desirable in efforts that attempt fundamental change in relationships and/or improvement to situations (as is the case in these three projects) mainly for the following reasons:

- Outcomes are more likely to match the needs of the people, than when lower levels of participation occur;
- If people are heavily involved in identification of problems and solutions they are more likely to ‘own’ solutions and to be motivated to implement action to resolve problems;
- Individuals and groups resist change that is designed and imposed on them by others.

The concept of a ‘ladder of participation’ can be a useful means of categorising the degree of ‘power-sharing’ between a government agency and the key stakeholders. Although in collaborative management there is generally a striving for higher levels of participation, activities and techniques based on different levels could be adopted at different stages in the process, depending on the needs and objectives at the time. For instance ‘informing’ citizens of events and progress would be entirely appropriate at certain stages of a process of community involvement. With this background in mind, the following table indicates the level of participation in each of the three projects.

Table 2. Level of participation in three projects (based on Pretty's typology)

Level of participation			
	PNG-Adelberts Ranges	**Indonesia-Ciamis District**	**Indonesia-Lake Toba**
High ↑	Self mobilisation		
	Interactive participation		
	Functional participation		
		Participation for material incentives	
		Participation by consultation	Participation by consultation
		Participation in information-giving	Participation in information-giving
Low		Passive participation	Passive participation

This is a rather simplistic analysis, but does highlight the differences between the three projects: the PNG project was operating at the higher levels of participation while the two projects in Indonesia were operating at the lower levels of participation. Part of the reason for the differences is that the project in PNG was part of an on-going process of change that commenced 10 years prior to the commencement of the ITTO project and is still continuing and evolving. By contrast, the projects in Ciamis and Lake Toba were one-off initiatives that had few follow up activities aimed at continuing the evolution of the social processes. Projects often tend to start at low levels of participation and advance up the ladder as experience and mutual trust are developed. Such an evolution is rarely possible in short duration one-off projects.

4.2 Approaches to implementation

The design of the Ciamis project emphasized the centrality of social issues, particularly participation and empowerment. However, the project operated for a relatively short two year period and, in reality, the major focus was on improving the technical aspects of private forestry. These lent themselves to a linear implementation approach as the issues, such as building a nursery and teaching improved silvicultural techniques, were well known and understood by the project implementers. The social issues required little attention as the private forest owners (the prime beneficiaries and targets of the project's activities) were already empowered to take decisions in respect to managing their private forests and selling their forest products.

The three-D approach (Diagnosis, Design and Delivery) explicitly adopted to implement the Lake Toba project is well suited to a situation where most of the project's context is well known or able to be determined easily. However, such an approach is less well suited to a situation (as applied in this project) where there are many uncertainties and unknowns, particularly of a social and institutional nature. In the LTCA there is no widespread culture of tree planting (a social/cultural issue); there are land use conflicts in clan lands (a social/cultural/institutional issue); there is acknowledged poor integration between key organisations (an institutional issue) and widespread mistrust of government (a social issue). Progress depends on addressing all of these issues, plus many more. Iterative approaches, such as action learning, which explicitly acknowledge uncertainties as part of the operational context, offer a more appropriate modality for implementation in such a setting (Weinstein 1999).

The PNG project did adopt an action learning modality over a long period of time, and this is one of the reasons that contributed to its successful outcomes. The application of action learning approaches to implementation (plan, act, observe, reflect and re-plan) can be a powerful tool in pilot projects where many aspects of the operational environment are poorly understood, particularly the social/institutional ones. Action learning requires the application of a process whereby the tasks are not thought of as sequential, but rather as interrelated and overlapping and involving a series of action

learning loops where experiential learning is continually used to update knowledge and inform future planning and action.

4.3 Strategies to reduce dependency on forests

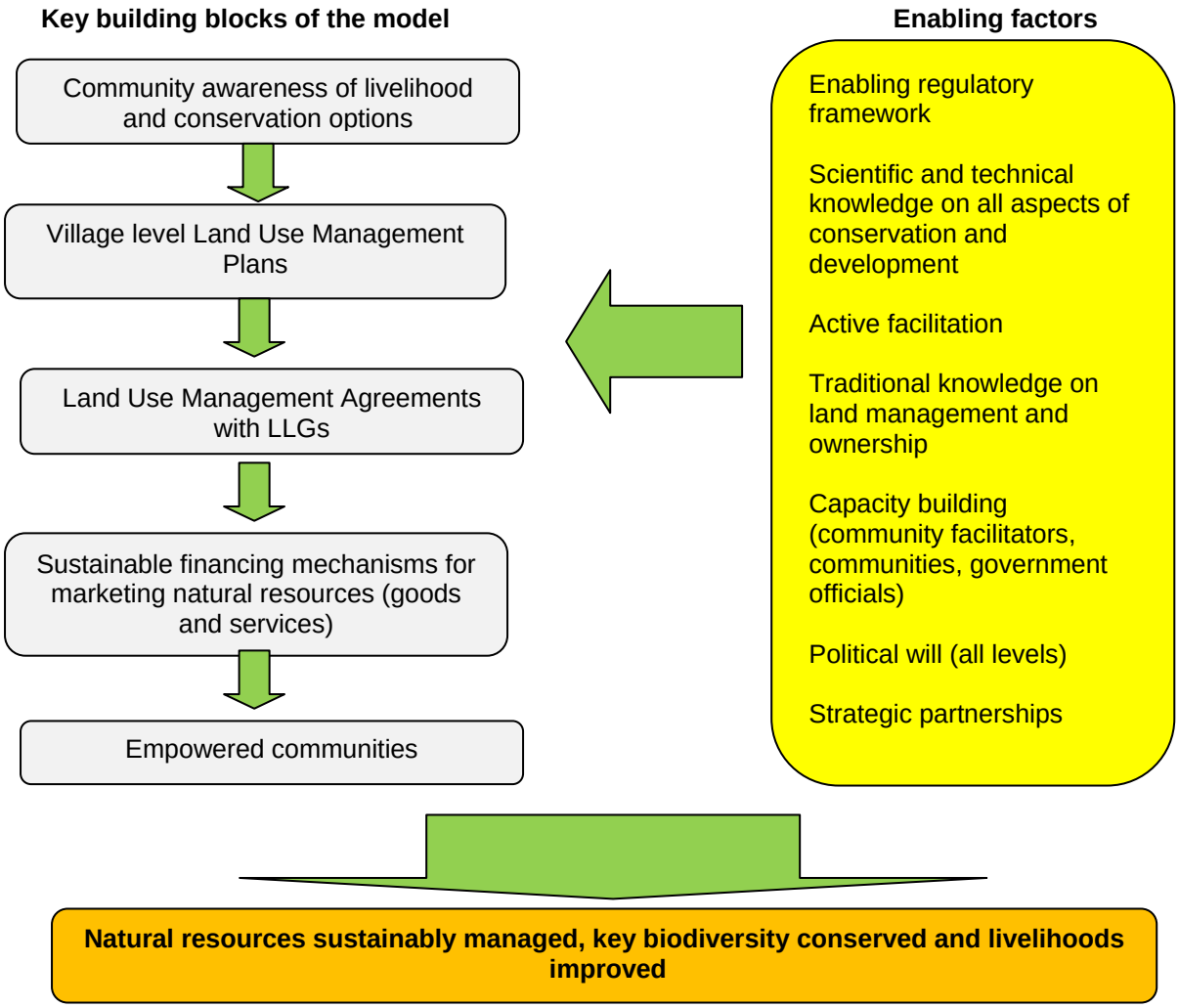
One of the key strategies outlined in the Project Document for the Lake Toba project was to: "...*reduce local dependency to forest resources, particularly their demand on forest-originated agricultural land.*" (ITTO 2007, p. 9). This strategy was intended to: *"...lead to the reduction or completely* (sic) *prevention of forest clearing."* (p.9). Output 1.2 of the project related to providing "*options for household sources of income,*" presumably in an attempt to reduce local dependency on forests. This approach is quite common in projects where there is an attempt to provide alternate sources of livelihood, and thereby to reduce pressure on forests. The presumption is that if the development needs of the local community can be met from alternate sources, this will lessen the demand to use forest resources. This approach is generally referred to as an "*alternative livelihood approach*" (Gilmour 1995). While such an approach is intuitively appealing, it is a reductionist view that compresses a complex array of social, economic, political, institutional and resource problems into a simple cause - effect relationship. The approach taken by the Lake Toba project in carrying out the activities leading to Output 1.2 was somewhat simplistic and there is no indication whether or not the people who received training in alternate livelihoods were those who collected material from forests or used forests unsustainably.

Implementing an alternative livelihood approach can work, but it requires a good deal of sociological enquiry to: (i) identify those people who collect products from the forest or make use of forests for agricultural purposes, then (ii) determine what products or resources could realistically be substituted for those collected or used, and finally (iii) engage with those people who collect forest products or encroach on forests to determine what substitution makes sense in their particular context. This requires a sophisticated sociological approach and takes a considerable period of time.

4.4 Models for wider application

It became apparent during the evaluation of the project in PNG that the approach for sustainable resource management developed and tested in the Adelberts Ranges was also being tested in other parts of PNG. Among the key elements of the approach were the development of participatory Land Use Management Plans and the negotiation of Conservation Agreements with the Local Level Government. However, a clear articulation of the "model" had not been carried out by the project, but this was done during the evaluation (see following figure).

Figure 1. A generic model of Community Based Natural Resource Management (CBNRM) for use by communities in PNG (developed during a project team brainstorming session on 16-5-12)



Neither of the projects in Indonesia took the step alluded to in their project documents of developing models for rehabilitation that could be applied in a wider setting, although some aspects of the project's experiences could contribute to such an analysis.

The Ciamis project began the task of identifying the building blocks of a model for the sustainable management of private forests. The building blocks include the production and distribution of high quality seedlings and the development of a business model for private forestry. It was perceived that the final result would be a village as a sustainable private forest management unit (Subarudi, 2008).

The Lake Toba project carried out seven in-depth studies to investigate aspects of the project's context and to gain deeper insights into several of the issues identified at the time of the project's design. However, the results of these studies were not incorporated into any sort of model or conceptual approach to inform future rehabilitation programmes in the Lake Toba area or elsewhere.

From a consideration of the activities carried out by the three projects, several issues arise that need to be addressed in developing a general participatory model for SFM or forest restoration. These include:

- Identifying the social and cultural aspects of communities living near the forest.
- Identifying the needs and desires (social, economic and cultural) of local people.

- Identifying the constraints that inhibit local communities from participating in restoration and rehabilitation activities, or other aspects of SFM.
- Incorporating these needs and constraints explicitly into the project's activities.
- Explicitly empowering local communities to become active and effective decision makers for planning and implementing SFM or restoration and rehabilitation activities (using an agreement between key parties to formalise community access and use rights of tree and forest products).
- Articulating the building blocks of a generic SFM or rehabilitation model that can have wider application.

Clearly, the details of each individual "model" will be unique, depending on the context. The explicit incorporation of social aspects into planning for and implementation of restoration activities is in accordance with several of the Principles outlined in the ITTO guidelines for the restoration, management and rehabilitation of degraded and secondary tropical forests (ITTO 2002). There is a strong emphasis in the points above on social analysis. However, the reality in many projects, including the two in Indonesia, is that biophysical aspects of projects, such as building nurseries, establishing demonstration plots, etc. tend to dominate budgets and implementation. Social aspects, while not totally ignored, tend to be marginalised in terms of available expertise, budget allocation and field emphasis. This is in spite of the fact that social issues are frequently emphasised as being central to the project design. For example, the Project Document for the Ciamis project stated that: "*The core activities (*of the project*) are directed to empower local communities..."* (ITTO 2006, p. 19); and the Lake Toba Project Document noted that: "...*community participation become(*s*) an essential step toward the achievement of the sustainable forest management...* " (ITTO 2007, p. 3).

5. Lessons learned

The lessons learned from each of the projects, as determined during the evaluations, are shown in Table 3. It is apparent that there is considerable overlap between the lessons derived from each of the projects, which is not surprising because several of the underlying aspects of design were common to all projects. However, almost all of the lessons are generic in nature and have wide application, particularly to projects which deal with stakeholder participation and empowerment. The following more generic lessons are synthesised from all three projects and could provide guidance for the design and implementation of future projects that have a major emphasis on social/institutional processes.

1. Considerable time is needed to build the capacity of key stakeholders to use participatory approaches for forest land use planning and management.

2. There is a big difference between encouraging farmers to "participate" in a government programme, such as rehabilitating degraded forests, and facilitating their "participation" in their own development agenda--successful outcomes depend on bringing these two threads together.

3. Projects that place social processes at the heart of their design should allocate appropriate resources, including expertise and budget, to address those processes, and not marginalise them or treat then in a token manner.

4. Short duration, one-off projects cannot expect to achieve significant levels of participation leading to effective empowerment of key stakeholders unless they are part of a much longer running initiative.

5. Empowerment is a social process that needs careful nurturing and support—participation in training courses is not sufficient to empower farmers and farmers' groups to be independent decision makers, although it may contribute.

6. Iterative approaches to implementation, such as action learning, can be usefully employed in situations where there is a high degree of social and institutional uncertainty in the operational context.

7. Projects that have an explicit expectation in their design to develop a “model” to apply outside the project area should devote resources to developing and testing such a “model” and this should be reflected in the project budget and activities.

Table 3. Lessons learned from each of the three projects evaluated (drawn from the ex-post ervaluations)

PNG	Indonesia-Ciamis	Indonesia-Lake Toba Catchment Area
Community empowerment is a social process that needs careful nurturing and support.	Support to motivated local community leaders is an effective mechanism to demonstrate and spread knowledge and information aimed at improving productivity of private forests. They can act as unofficial (but highly effective) extension agents to spread the information throughout their communities, and beyond.	The lack of a culture among farmers in the LTCA of integrating trees into the farming systems will take a long time to overcome. There have to be real and obvious benefits to farmers before they will commit resources to modify their existing farming practices.
Considerable time is needed build capacity of key stakeholders to use participatory approaches to land use planning.	The major impediment to improving livelihoods based on private forest management under the prevailing conditions in Ciamis relates to improving marketing conditions for timber produced from private forests.	Well trained extension officers can contribute to changing the mindset of the farmers by focusing on working collaboratively rather than issuing directives.
A three year project cannot be expected to empower local communities to the stage where they can produce substantial livelihood benefits.	An **enabling** regulatory framework that encourages farmers to invest in private forestry is more effective in achieving government policy objectives than an **enforcing** one that requires farmers to plant tree seedlings and protect forests.	Visionary and innovative farmers can play an important catalytic role in encouraging their neighbours to become involved in adopting agroforestry systems.
Strategic partnerships have been critical in connecting both the project team and communities with political, government, industry, education and CBO groups to leverage additional capacity and resources to increase the reach and impact of the project's activities, particularly after project funding ceased.		Attempts at increasing tree cover on clan lands are more difficult than on lands with clear private tenure rights.
		Increasing tree cover on clan lands should be approached along the lines identified in the land tenure study by interfacing with the customary institutional systems and facilitating a social process leading to a partnership between clan members and an intermediary organisation such as a NGO.
		A three year project cannot be expected to overcome entrenched social/institutional issues associated with tenure uncertainties and conflicts in clan lands. It can do little more than

		identify the issues and chart a possible way ahead.
		Iterative approaches to implementation, such as action research, can be usefully employed in situations such as those faced by the project where there is a high degree of social and institutional uncertainty in the operational context.
		Community empowerment is a social process that needs careful nurturing and support—participation in training courses is not sufficient to empower farmers and farmers' groups to be independent decision makers.

6. Contributions to ITTO strategic objectives

All three projects made useful contribution to ITTO's strategic objectives as shown in Table 4.

Table 4. Contribution of the Project to ITTO's strategic objectives as outlined in the ITTA 1994 Objectives and the Yokohama Action Plan

ITTO strategic objectives	Project contributions to ITTO strategic objectives		
	PNG-Adelberts Ranges, Madang	Indonesia-West Java (Ciamas)	Indonesia-Northern Sumatra (Lake Toba)
Contributing to sustainable development	The project trialled and refined an approach to apply land use management planning and conservation agreements at the LLG level to ensure the territory of the LLG is sustainably managed	The project tested and refined an approach to improve the quality of seedlings and the application of improved silvicultural systems for private forestry in Ciamis District.	The project demonstrated approaches to integrating tree crops into the farming systems in the LTCA.
Encouraging members to develop national forest policies aimed at sustainable utilisation and conservation of timber producing forests	The project has been actively engaging with a wide range of stakeholders on adopting a new approach to sustainable management and conservation of the forest resource in the country.		The project produced a draft Presidential Decree on land use systems in the LTCA and provided it to the Lake Toba Ecosystem Management Coordinating Agency.
Encouraging the involvement of non-government stakeholders in activities	The strategic partnerships that are a key component of the Project's implementation strategy have successfully engaged political, government, community, industry, education and scientific stakeholders to ensure widespread support and buy-in of the project's approaches to community based land use planning and sustainable development.	The project operated directly with farmers' groups to increase their ability to access high quality seedlings for private forestry and to apply improved silvicultural techniques to their private forests. The project also involved school communities in its activities.	The project operated directly with individual farmers, farmers' groups and one NGO to increase their ability to establish seedlings and integrate trees into the local farming systems. The project also involved school communities and universities in its activities.
Promoting the conservation, rehabilitation and sustainable management of threatened forest ecosystems	The Land Use Management Plans implemented in the Adelbert Ranges identify high conservation value forests for special management.		
Securing the forest resource base through the implementation of forest	An Environment and Conservation Law has been passed by the Almami LLG to secure the forest resource base;	A draft regulation to improve the regulatory framework relating to private forestry has been formulated	The project supported improvements to the LTCA Master Plan by reviewing the integration of forest

policy, legislation and associated strategies	Draft legislation is before the Madang Provincial government to provide an enabling regulatory framework at the provincial level; The Almami LLG Environment and Conservation Law was replicated (with local modifications) in West New Britain in a Marine project, and also in the Manus marine conservation area.	and circulated in the District government.	rehabilitation into the Master Plan.
Establishing and managing forests for multiple uses in close cooperation with local forest owners and communities living in forest areas	The multiple use Land Use Management Plans and Conservation Agreements that are central to the Project's approach are developed and implemented in a participatory manner with local landowners to empower them to take control of their natural resources.	The project supported the development of diverse agroforestry systems in private forests by (i) providing access to non-timber as well as timber species in nurseries, and (ii) providing access to knowledge and information about agroforestry models.	The project supported the development of diverse agroforestry systems in private and clan land by (i) providing access to non-timber as well as timber species in nurseries, (ii) providing access to knowledge and information about agroforestry models, and (iii) encouraging extraction of non-timber products, such as honey and mushrooms, from the surrounding forests to supplement income.
Establishing areas dedicated to biodiversity conservation	The Land Use Management Plans implemented in the Adelbert Ranges identify high conservation forests for special management.		

7. Conclusions

Each of the three projects had a very different focus—sustainable forest management and forest conservation (PNG), improving private forestry (Ciamis) and rehabilitating degraded private forest land (Lake Toba). However, the Project Documents of all three projects emphasised the importance of integrating social and institutional issues into their design and implementation in order to achieve project objectives.

All projects gave particular emphasis in their design to the importance of active participation of local communities and individuals in project activities with the aim of increased empowerment to exercise more effective control over their local forests to achieve both local objectives and government policy objectives. The PNG project focused its activities, and its budget, on explicitly addressing the active participation of key stakeholders and of empowering them to take independent decisions concerning the management of their natural resource base. The two projects in Indonesia, which were of relatively short duration, were implemented with a major focus on technical activities (establishing demonstration plots, building a nursery, etc.) and encouraging local farmers to participate in a government programme. There was little enquiry into what the local community wanted or of incorporating these needs into project activities.

One of the lessons that came from all three projects was that a substantial amount of time is needed to engage with social/institutional processes and to achieve meaningful participation leading to meaningful empowerment. While all projects emphasised the centrality of social processes, in some cases these tended to be marginalised or treated in a tokenistic manner, particularly where there was a strong technical emphasis to project activities. Simply encouraging farmers to participate in training courses, does not necessarily lead to empowerment, although it can contribute.

In projects where social and institutional constraints are recognised as being central to their design, more focused attention needs to be given to participation and empowerment—they are not technical processes, although they are often treated as such. Effective empowerment of local communities to take decisions over forest management may also need regulatory changes to legitimise their decision making.

8. References

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9. Annexes

Annex 1. Terms of reference for ex-post evaluations

Terms of Reference

Ex-Post Evaluation of

Two ITTO Projects on Forest Rehabilitation and One ITTO project on

Community Participation in SFM

I. Background

ITTO is an intergovernmental commodity organization established in 1986 to administer the provisions and operation of the International Tropical Timber Agreement (ITTA), particularly in the promotion of international trade in tropical timber, the sustainable management of tropical forests and the development of tropical forest industries through international cooperation, policy work and project activities.

The three projects that will be the subject of the Ex-post Evaluation are as follows:

Project Number	Project Title
PD 271/04 Rev.3 (F)	**Rehabilitation of Degraded Forest Land Involving Local Communities in West Java, Indonesia** (Indonesia)
PD 394/06 Rev.1 (F)	**Restoring the Ecosystem Functions of the Lake Toba Catchment Area Through Community Development and Local Capacity Building for Forest and Land Rehabilitation** (Indonesia)
PD 324/04 Rev.3 (F)	**Sustainable Management of Tropical Forest Resources through Stakeholder Agreements in Traditional Owned Areas of Papua New Guinea** (Papua New Guinea)

The background information of the projects is provided in Annex to the Terms of Reference.

II. Purpose and Scope of Evaluation

A) Purpose

The primary purpose of the evaluation is to provide a concise diagnosis of two projects related to Forest Rehabilitation [PD 271/04 Rev.3 (F) and PD 394/06 Rev.1 (F)] and one project related to Community Participation in SFM [PD 324/04 Rev.3 (F)] so as to point out the successful and unsuccessful outcomes, the reasons for successes and failures, and the contribution of the projects towards the achievement of ITTO's Objective 2000, and to draw lessons that can be used to improve similar projects in the future.

B-1) Scope of Work for the ex-post evaluation of PD 271/04 Rev.3 (F) and PD 394/06 Rev.1 (F)

a) Analyze and assess for each project:

1. The overall role and contribution of the project in light of sectoral policies, development programmes, priorities and requirements to achieve the rehabilitation of degraded forest lands and the sustainable management of forest resources in the country concerned.
2. Specific measures taken to incorporate project results in the national forestry and environmental policies and legislation.
3. The current management status of forest rehabilitation within the project's area of influence, the effectiveness of the project's implementation and its effectiveness in

promoting forest rehabilitation, as defined in the *ITTO Guidelines for the Restoration, Management and Rehabilitation of Degraded and Secondary Tropical Forests* and other ITTO guidelines and policy documents.

4. The contributions of the specific studies in various forestry-related disciplines prepared by the project to the development of forestry in the project's area of influence and on other similar and/or related projects being implemented in the countries concerned.
5. The results and potential impact of the applied research conducted by the project (if any) on forest rehabilitation practices and its contribution to the overall forestry-related knowledge in the region.
6. The impact of project activities on improvements in forest rehabilitation practices and the livelihoods of target populations.
7. The effectiveness of dissemination of project results.
8. The overall post-project situation in the project's area of influence.
9. The unexpected effects and impacts, either harmful or beneficial, and the reasons for their occurrences.
10. The cost efficiency in the implementation of the project, including the technical, financial and managerial aspects.
11. Follow-up actions in order to enhance uptake of project results.
12. The project's relative success or failure, including a summary of the key lessons learnt; and the identification of any issues or problems that should be taken into account in designing and implementing similar projects in the future.

b) Provide a synthesis to:

1. assess the overall role and meaningful contribution of the two projects in achieving sustainable management of forest resources in tropical timber producing countries taking into account ITTO's objectives, the ITTO Yokohama Action Plan 2002-2006 and Objective 2000.
2. evaluate the overall contribution of the two projects to forest rehabilitation in the tropics and to the restoration, management and rehabilitation of degraded and secondary tropical forests.
3. evaluate the overall impact on and relevance of the two projects for the Executing Agencies, the forest industry sector and local communities being served and the country concerned.
4. evaluate the overall attainment of the objectives and assess the overall effectiveness of the two projects.
5. evaluate the overall appropriateness of the costs and cost structure and use of resources within the two projects.

and make recommendations on:

1. the needs for similar projects in the future;
2. innovative approaches/designs for projects aiming at promoting the restoration, management and rehabilitation of degraded and secondary tropical forests;
3. appropriate target groups, e.g. countries, government, organizations, forestry sector, local communities;
4. the organizational arrangements of such projects;
5. follow-up and evaluation practices; and
6. further actions needed to sustain or increase the intended effects on sustainable management of forest resources and Objective 2000 and to draw conclusions which may be of relevance to other ITTO projects.

B-2) Scope of Work for the ex-post evaluation of PD 324/04 Rev.3 (F)

a) Analyze and assess for PD 324/04 Rev.3 (F):

1. The overall role and contribution of the project in light of sectoral policies, development programmes, priorities and requirements to achieve community participation in sustainable forest management (SFM) in the region concerned.
2. The current status of community participation in sustainable forest management within the project's area of influence, the effectiveness of the project's implementation and its effectiveness in promoting forest conservation and sustainable management practices.
3. The contributions of the specific studies in various forestry-related disciplines prepared by the project as regards the achievement of sustainable forest management in the project's area of influence.
4. The results and potential impact of applied research conducted by the project (if any) and its contribution to the overall knowledge on community participation in SFM in the region.
5. The impact of project activities on the livelihoods of target populations and the overall benefits accrued to these communities.
6. The effectiveness of dissemination of project results.
7. The overall post-project situation in the project's area of influence.
8. The unexpected effects and impacts, either harmful or beneficial, and the reasons for their occurrences.
9. The cost efficiency in the implementation of the project, including the technical, financial and managerial aspects.
10. Follow-up actions in order to enhance uptake of project results.
11. The project's relative success or failure, including a summary of the key lessons learnt; and the identification of any issues or problems that should be taken into account in designing and implementing similar projects in the future.

b) Provide a synthesis to PD 324/04 Rev.3 (F):

1. Assess the overall role and meaningful contribution of the project in achieving the community participation in SFM in ITTO Producer Member countries taking into account ITTO's objectives, Yokohama Action Plan, and Objective 2000.
2. Assess the potential and actual contribution of the project to ITTO's SFM work.
3. Evaluate the overall impact on and relevance of the project for the forestry and environmental authorities, Executing Agencies, the forest industry and conservation sector and local communities being served and the country concerned.
4. Evaluate the overall attainment of the objectives and assess the overall effectiveness of the project.
5. Evaluate the overall appropriateness of the costs and cost structure and use of resources.

and make recommendations on PD 324/04 Rev.3 (F):

1. The needs for similar projects in the future.
2. The objectives of such future projects.
3. Innovative approaches/designs for projects aiming at community participation in SFM.
4. Appropriate target groups, e.g. countries, government, 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 programmers in the field of community participation in SFM, if appropriate.

III. Approach

A) Composition of the evaluation team

The team will be composed of two consultants. The Evaluation Team Leader will be in charge of the final report and the presentation of the results at the Forty-eighth Council Session in Yokohama, Japan, in November 2012. Under the guidance of the Evaluation Team Leader, the Evaluation Team Member will conduct the ex-post evaluation of the two projects [PD 271/04 Rev.3 (F) and PD 394/06 Rev.1 (F) in Indonesia.

B) Consultation during evaluation exercise

The team will maintain close liaison with ITTO and will carry out its work in close cooperation with the concerned Executing Agencies in the countries concerned. Although the team should feel free to discuss with the authorities concerned all matters relevant to its assignment, it is not authorized to make any commitments on behalf of ITTO.

C) Activities and report of the team

The work required in this evaluation will consist of:

1. Desk review of project-related documents and materials provided by ITTO.
2. Missions in PNG and Indonesia. The Evaluation Team Leader will visit each project's Executing Agency headquarters for a further desk review of project materials and to carry out evaluation work in collaboration with the Executing Agencies. The Evaluation Team Member's mission will concentrate on Indonesia. The missions shall also include a field visit to each of the projects' area of influence to review field implementation and to evaluate the project results and impact, and should include discussions with project stakeholders and target beneficiaries. Approximately five working days are required for each project.
3. Preparation of an Ex-post Evaluation Report for each project in accordance with the Scope of Work and the checklist contained in the ITTO Manual for Project Monitoring, Review and Evaluation. The report should be in English.
4. Preparation of a synthesis report [see b) Scope of Work] of the three ex-post evaluation reports, focusing on the overall assessment of the projects' relative success in contributing to ITTO's Objectives, the Objective 2000 and the ITTO Yokohama Action Plan 2002-2006, summarizing the key lessons learnt; and identifying any issues or problems which constrained their contribution to the achievement of Objective 2000.
5. Presentation of the synthesis report (to be called: Overall Executive Summary) at the Forty-eighth Session of the International Tropical Timber Council (November 2012, Yokohama, Japan).
6. Preparation of an article for possible publication in the ITTO Tropical Forest Update (TFU), in consultation with the editor, containing an overview of the projects and summarizing the lessons learned from the evaluation work. Appropriate high-resolution photographs should be provided.

In writing the Ex-post Evaluation reports, the team will have the opportunity to discuss its preliminary findings, conclusions and recommendations with the representatives of each of the Executing Agencies, Government and ITTO before the final version of the report is made. Responsibility for the final content of the reports, however, remains with the evaluation team.

D) Duration of the assignment

The duration of the assignment will be two moths for the Evaluation Team Leader who will carry out the ex-post evaluate of the three projects and one month for the Evaluation Team Member who will concentrate on his ex-post evaluation to the two projects in Indonesia. Travel time for each project to

be visited will be approximately one week. The remaining time will be used for preparation of the evaluation and report writing.

E) Proposed Work Schedule

- April 2012 — Desk review
- May 2012 (Tentatively 14-21 May) — Mission to PNG (Team Leader only)
- July 2012 (Tentatively 2-17 July) — Mission to Indonesia
- 15 August 2012 — Submission of draft reports to ITTO Secretariat and to each of the Project Executing Agencies for comments and suggestions.
- 31 August 2012 — Submission of the final ex-post evaluation reports and the overall executive summary to ITTO Secretariat.
- 5-10 November 2012 — Submission and presentation of the Final Report at the Joint Session of the Committees during the Forty-eighth Council Session in Yokohama, Japan (Team Leader) together with a short PowerPoint Presentation on the key findings, lessons learned and recommendations.