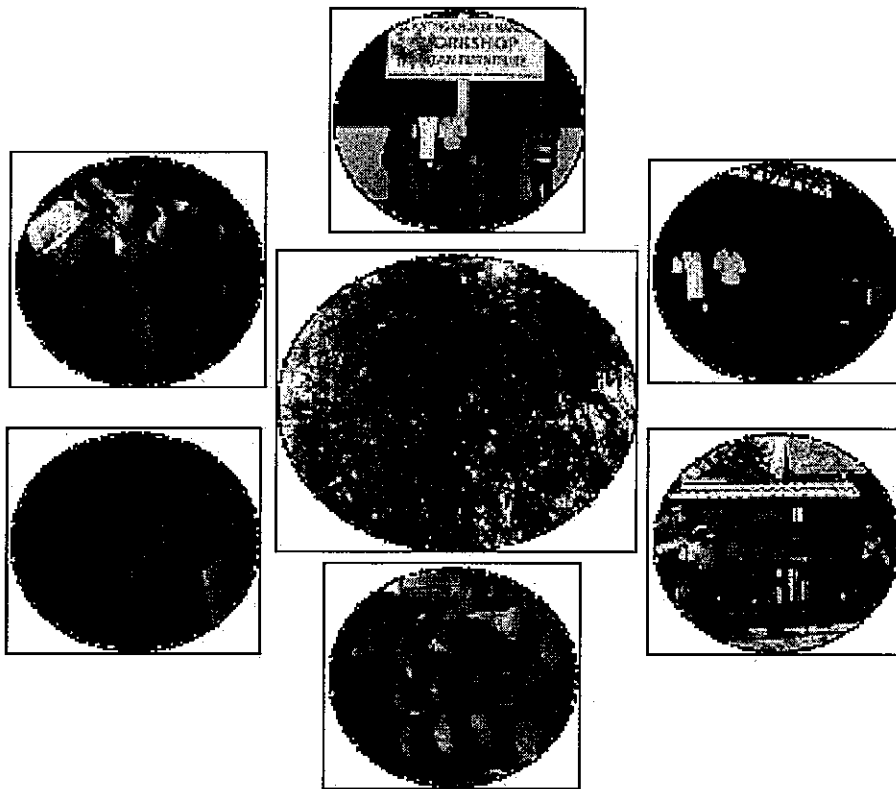


EX-POST EVALUATION REPORT

ITTO Project PD 108/01 Rev.3 (I)

Development of Sustainable Rattan Production and Utilization through Participation of Rattan Small Holders and Industry in Indonesia



Prepared for the ITTO
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Acronyms

ASMINDO	:	Association of Furniture-makers in Indonesia
EA	:	Executing Agency
CIC	:	Center for International Cooperation
DG-FPNC	:	Directorate General of Forest Protection and Nature Conservation
DG-LRSF	:	Directorate General of Land Rehabilitation and Social Forestry
FORDA	:	Forestry Research and Development Agency
INBAR	:	International Network for Bamboo and Rattan
IT	:	Itinerary of Travel
ITTA	:	International Tropical Timber Agreement
ITTC	:	International Tropical Timber Council
ITTO	:	International Tropical Timber Organization
LGU	:	Local Government Unit
LIPI	:	<i>Lembaga Ilmu Pengetahuan Indonesia</i> (National Science Institute)
LFM	:	Logical Framework Matrix
MOFI	:	Ministry of Forestry-Indonesia
NGOs	:	Non-government Organizations
NTFPs	:	Non-timber Forest Products
PA	:	Project Agreement
PSC	:	Project Steering Committee
R&D	:	Research and Development
SFM	:	Sustainable Forest Management
ToR	:	Terms of Reference
ToT	:	Training of Trainers
WP	:	Work Plan
YPO	:	Yearly Plan of Operations

Part I EXECUTIVE SUMMARY

The Project PD 108/01 Rev.3 (I), entitled, "Development of Sustainable Rattan Production and Utilization through Participation of Rattan Small Holders and Industry in Indonesia" was approved in the 32nd Session of the International Tropical Timber Council (ITTC) Meeting at Bali, Indonesia on May 13-18, 2002 for implementation by the Government of Indonesia (GOI) through the Directorate General of Land Rehabilitation and Social Forestry (DG-LRSF), as the project's executing agency (EA). The main objective of the project was to promote the sustainable management and use of rattan resources in the country, whereby more than 300 species of rattan abound in forest production area estimated at around 9.37 million hectares, but their management and utilization are quite very limited. The project strategy was anchored on the active involvement of rural community in sustainable forest management (SFM), including the use of rattan resources to enhance their socio-economic benefits and alleviate poverty incidence of forest communities. It was carried out for 36 months or 3 years duration which started operations on February 1, 2003 to December 31, 2006, with an extension of one and one-half years (or 18 months) no-cost extension period until July 31, 2007, or total project duration of 54 months. The total project budget was US\$ 849,299.00, of which US\$ 434,839.00 was contributed by the ITTO and the GOI provided US\$ 414,460.00, as in-kind contribution or counterpart funding.

The development objective was to enhance sustainable utilization of rattan by securing raw material and production flows from sustainably managed resources in order to increase multiple benefits of rattan to local communities. Therefore, the intended long-term primary beneficiaries of the project were the communities residing near and around forest areas.

The specific objectives of the project were the following:

- a) To develop sustainable utilization of natural and planted rattans from sustainable sources in Indonesia; and
- b) To improve rattan industry competitiveness through improvement of grading system, product design and quality, market incentives and policies as well as diversification of rattan products.

Considering the potential value of the lessons learned and experiences gained from the project, the ITTO through the Committees on Economic and Market Intelligence and the Forest Industry at their 43rd ITTC Session in November 2009 in Yokohama, Japan, has decided that a thematic ex-post evaluation be undertaken to determine how well the project served its purpose and to draw up lessons and recommendations to improve the implementation of future projects.

The ex-post evaluation involved consulting a range of project documents and relevant background materials and data, conducting an evaluation mission in Indonesia on May 28 to June 10, 2010 (14 days), cross-checking information and clarifying contextual issues or concerns, including thorough follow-up via email communications after the mission and preparing the report following the ITTO Manual for Project Monitoring, Review and Evaluation (3rd edition, 2009).

It is worth mentioning that this rattan project is consistent with the objectives set forth in ITTA 1994 and ITTO Yokohama Action Plan (2002-2006) through creation of job opportunities, generation of income for rattan farmers and revenues for government, promotion and implementation of R & D activities in the management of secondary forests as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests, including the generation, publication and dissemination of vast information on rattan industry and its by-products (Goal 2, Action 5 of Forest Industry), and in human resource development and institutional strengthening (Cross Cutting Action e). The actual contribution to ITTO's SFM work is on the effectiveness of technology transfer to rattan farmers in three (3) demonstration plots in two (2) provinces and in rattan processing technologies in two (2) workshops as well as publication and dissemination of rattan information through fora cum workshops/seminars conducted by the project.

Significant project outputs are indicated below:

- 100 hectares rattan demonstration/plantation plots established in 3 Regencies, namely, Kuningan Regency (50 Has), Piani of Tapin Regency (25 Has) and Pengaran of Banjar Regency (25 Has);
- 7 technical reports on rattan potency, processing, production and their management options, market preferences for rattan products in terms of types, designs and qualities;
- 4 rattan manuals on utilization, by-products or derivatives (i.e. dragon blood/resin), inventory and cultivation;
- 2 rattan processing units established in Katingan, Central Kalimantan and in Kolaka, South-east Sulawesi;
- 2 short-training courses on rattan silviculture and processing in Samarinda, East Kalimantan and in Banjarbaru, South Kalimantan; and
- 2 national fora/workshops with published proceedings about sustainable rattan development conducted in Kuningan, West java and in Katingan, Central Kalimantan.

The ex-post evaluation confirmed that the project strategy was sound, given the information available and circumstances at the time the project was developed. It was found that problem analysis was not based on problem tree as required by the ITTO Manual, 2nd edition of 1999, thus the cause-effect relationships of the key problems were not clearly exposed/defined. This project weakness, however, was reinforced by pre-project activities with key stakeholders during the FAO Rattan Expert Meeting in 2000 and CIFOR Rattan Policy Review Workshop in 2002.

This scenario was further demonstrated by the positive impacts provided by the project to its intended beneficiaries and stakeholders. The conduct of short training courses, rattan fora cum workshops that were designed for government implementers and the rural people located in 4 project sites in 2 provinces, had gradually promoted public awareness and close collaboration towards the livelihood activities of rural folks. The rural population and rattan industry sector were further exposed to the means, methods, management, establishment of rattan plantation and natural forests, including value-added rattan products, within the framework of the project. Other community members, e.g. in Katingan rattan farmers were influenced by those who attended the trainings through technology transfer and demonstration of quality finished products. With the support of their local government units in Katingan, they have ample opportunities to increase their income by adopting the policies and directives provided in various publications of the project. These opportunities were not available to them during the pre-project situation.

The project was concluded around three years ago, and it has been observed that the Local Government of Central Kalimantan has continuously supported the rattan sector development with local rattan industry and rural folks for 100,000 hectares large-scale rattan planting. There was also a LGU policy for government agencies in Katingan, Central Kalimantan to support and use rattan-based products and furniture to support the local small-scale rattan industry. As a follow up to the recommendation of the National Workshop on Sustainable Rattan Development held in Katingan, Central Kalimantan, in January 30-31, 2007, the provincial government of East Kalimantan has launched a rattan development program called "One million manau rattan planting". These financial and policy support of the local government were very encouraging to the project's sustainability.

The local trainings of rural folks and their implementation of the rattan plantation activities showed positive efforts towards sustainability. It is worth mentioning that with the project implementation of more than 4 years, the project coordinator and staff/people had continuously handled the project and it served its purpose of mainstreaming somehow into its system of governance. Moreover, to address the institutional requirement of rattan sector development, the project outputs/accomplishments should be absorbed and handled by the existing Unit/Section within DG-LRSF regarding all concerns on rattan and further mainstreaming this aspect within the bureaucracy.

Lessons Learned

There are a number of lessons learned from this project which should be taken into consideration when designing similar projects in the future, to wit:

- a. The project design is devoid of problem and objective trees as required by the ITTO Manual (1999), however it was reinforced by strategies generated from pre-project activities, e.g. FAO and CIFOR Policy Reviews on Rattan, which subsequently delivered planned outputs and achieve the specific objectives. The achievement was attributable mainly to the consistent focus of the PMU on building up capacity of rattan farmers in demonstration trials/plots, in processing of the raw materials and marketing of products. While the indicators designed in the project document appeared not fully measurable, assessment of the achievement of outputs and specific objectives have been relatively accurate by thoroughly examining available technical reports and carrying out field observation at the project sites.
- b. The project organization and structure were appropriately created following a collaborative method of project governance and involving a wide variety of stakeholders in the project design and implementation. Outstanding project results or outputs were achieved through multi-sectoral linkages under the guidance of the Project Steering Committee (PSC) chaired by the DG-LRSF.
- c. The PSC monitored and evaluated the progress reports and accomplishments every 6-month interval providing regular feedback to all stakeholders to enhance project activities and outputs. This meant the project was continuously improved and ensured the project activities were targeted towards the beneficiary needs and requirements.
- d. A number of relevant information on rattan, e.g. guidelines, manuals and reports, have been produced and disseminated by the project to wider audience/stakeholders during fora cum workshops and meetings, which were necessary for the sustainability of project impacts.
- e. The indicator of success should have been better targeted to desired outcomes, and should be more specific than using the national level information, particularly development objective, in order to effectively measure the project outcomes at the end of the project.
- f. The project risk was easily identified, especially at the level of government policy support and direction in rattan industry development, e.g. ban on export of raw rattan and semi-finished products under the Ministry of Trade Regulation No. 12/M-DAG/PER/6/2005, and considered its consequent implications towards the sustainability of project.
- g. The project staff turn-over is a significant risk in the project's smooth operation, especially involving field supervisors and transfer of duty of DG-LRSF, as Chair of the PSC, considering that the continuity of operations and institutional memory are disrupted accordingly. But, when it is unavoidable, efforts should be made to ensure that key knowledge is documented, key documents located and secured, and important contacts were passed on to organic staff.

Conclusions

The following conclusions in the whole evaluation process of the project are shown below, to wit:

- a. A number of project outputs or findings focused on natural rattan and plantation management, including value-added rattan products had been done and documented through guidelines, manuals and reports. The project produced a dearth of information and data on rattan resources, e.g. technical papers/reports and manuals which were very comprehensive and impressive, however, none of them have been published in any of the international/regional journals, periodicals and newsletters (e.g. INBAR) for wider distribution and utility.
- b. The project design was devoid of the problem and objective trees in accordance with ITTO Manual (1989) and therefore it does not have a strong vertical logic. Fortunately, pre-project

activities through the FAO and CIFOR Policy Reviews on Rattan has reinforced the project strategies for the planned outputs and activities for the project implementation.

- c. The project strategy was sound and selected outputs appropriate, as indicated in the LFM. Together with the unexpected local government support in Katingan, Central Kalimantan, to local rattan industry sector development as the project was implemented after its completion, a significant number of activities were achieved and continued at the level of outputs, as envisaged. Likewise, project activities were constantly improved based on feedbacks and updates at the PSC meetings conducted twice a year.
- d. The project was collaboratively governed and the budget well managed through the PSC at its inception phase (in 2003) until the project completion in 2007. Close collaboration between and among key stakeholders enabled them to build linkages and share information and updates in the interest of proper project management and sustainability aspects.
- e. A stronger political support is needed to safeguard the positive impacts of the project in the future, particularly in the formulation of a long-term national development strategy and action plan for commercial rattan plantation, as a "road map" for all stakeholders to follow and adhere to.

Recommendations

The following recommendations for future actions will further support the sustainability of project benefits and help further development of the rattan sector in Indonesia, such as:

- a. The rattan industry sector should be promoted further by the national government through Ministry of Forestry of Indonesia (MOFI) in collaborative partnership with private enterprises and cottage industries, and with rural communities' active participation.
- b. Key stakeholders group should continue working together towards the preparation of a framework concerning the long-term national development strategy for commercial rattan plantation, which will guide and support all future action plans of the rattan industry sector. Within this strategy, the setting-up of mechanism or an entity should be pursued to assist rattan farmers' association for their bargaining power in the marketing aspects of the industry.
- c. There is still significant need in the country for information and trainings on all aspects of rattan industry sector requiring continued assistance of donor community like ITTO, including dissemination of information that require improvement, i.e. with enhanced and expanded extension services that are consistent with any agreed rattan development strategy.
- d. A national rattan inventory/survey, including other NTFPs should be undertaken to determine the existing and remaining growing stock and annual production information, in collaboration with the GIS/RS unit within MOFI. The GIS-based maps of these project sites and/or demonstration plots should come handy for easy reference and guide.
- e. Strengthen key stakeholders' capacity through trainings and improved rattan technologies by enhancing the planning, programming, implementation activities and marketing aspects. In particular, rural people's capacities be developed and improved not only in technical aspects, but also through skills development, e.g. simple book-keeping, recording, filing and accounting procedures, which are prerequisites for organizing rattan farmers' associations.
- f. The importance of regional networking with neighboring countries in ASEAN should also be emphasized and pursued to exchange and share the wealth of rattan information and technologies generated by this project for future marketing strategies and collaborative partnerships. For instance, the project can link with the existing networks established in ASEAN to enhance and harness the best available forest science and technologies for sustainable development of the people and the environment of the region.

Part II MAIN TEXT

1. INTRODUCTION

1.1. Rationale of the Ex-post Evaluation

The ITTO through the Committees on Economic Information and Market Intelligence and the Forest Industry, at their 43rd Session in November 2009 in Yokohama, had decided that an ex-post evaluation for Project PD 108/01 Rev.3 (I) should be carried out to establish how well the Project served its purposes and to draw up recommendations for future actions. The decision of the Committee was based on the Council Decision ITTC (XXVIII)/20 of 30 May 2000 which specifies the criteria for selection of projects to be ex-post evaluated.

The primary purpose of the ex-post evaluation is to provide an in-depth diagnosis of the Project as to point out the successful and unsuccessful outcomes, the reasons for successes and failures, and the contribution of the Project toward the achievement of ITTO's Objective 2000, and to draw lessons that can be used to improve similar projects in the future.

1.2. Project Identification and Context

Project serial number	:	PD 108/01 Rev. 3 (I)
Project title	:	Development of Sustainable Rattan Production and Utilization through Participation of Rattan Small Holders and Industry in Indonesia
Host government	:	The Government of Indonesia (GOI)
Budget	:	Total US\$ 849,299 ITTO US\$ 434,839 GOI US\$ 414,460
Duration	:	36 months, extended for 18 months, or a total of 54 months

The Specific Objectives of the Project were:

- to develop sustainable utilization of natural and planted rattan from sustainable sources in Indonesia; and
- to improve rattan industry competitiveness through improvement in rattan grading system, product design and quality, market incentives and policy as well as diversification of rattan products.

Given the specific objectives, the project was consistent with the following objectives of ITTA 1994:

- (c) To contribute to the process of sustainable development.

Through rattan industry development, the project would contribute to creation of job opportunities, generation of income for rattan communities and revenue for the government.

- (f) To promote and support R & D with a view to improving forest management and efficiency of wood utilization as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests.

The project concerned with sustainable utilization of rattan resources and with increasing competitiveness of rattan industry. If successful, rattan values would be improved and rattan resources conserved.

- (j) To encourage members to support and develop industrial tropical timber reforestation and forest management activities as well as rehabilitation of degraded forest land, with due regard for the interests of local communities dependent on forest resources.

The project concerned with sustainability of rattan resources and prosperity of forest dependent communities. Rattan could be used for rehabilitation of degraded lands which could be implemented with the involvement of local communities.

In particular, the project was consistent with Yokohama Action Plan, as follows:

- The project would generate, publish and disseminate vast information on rattan industry including techniques and technologies on product development and the utilization efficiency of rattan products (Goal 2, Action 5 of Forest Industry).
- The project assisted in human resource development and institutional strengthening by conducting national training activities (Cross Cutting Action e).

2. EVALUATION SCOPE, FOCUS AND APPROACH

2.1. Evaluation Scope and Focus

The main purpose of the ex-post evaluation is to learn lessons and draw conclusions for similar future projects. The ex-post evaluation should establish the extent to which the results, in terms of outputs, achieved objectives, impact and sustainability of the Project intervention, have been achieved and draw conclusions and recommendations for similar intervention in the future.

The Consultant assessed all aspects of Project PD 108/01 Rev.3 (I) from its inception to the situation after its completion covering administrative and financial matters, organization, communication, consultation and cooperation; technical matters, effectiveness and impact, and relevance to ITTO.

The following are the specific Terms of Reference (ToR) for the evaluation, to wit:

- To assess the project's design and contribution to the achievement of their respective objectives;
- To assess the achievement of the project's outputs and specific objectives;
- To evaluate the impact and relevance of the Projects, detailing their impact on development and specific objectives, as stated in the project documents;
- To determine the effectiveness of technology transfer to target groups, if applicable;
- To assess the overall post-project situation for the projects, including conditions of their intended direct and indirect beneficiaries;
- To define and assess unexpected effects and impacts, either harmful or beneficial, and present the reasons for their occurrences;
- To analyze and assess implementation efficiency, including the technical, financial and managerial aspects;
- To assess the overall sustainability of the projects after completion, and include appropriate recommendations to safeguard the continuing of their positive impacts, and enhance utilization of the technologies (if applicable) and other results developed by the projects;

- ix. Taking into account the results of the evaluation, make an overall assessment of the projects' relative success or failure, to summarize the key lessons learnt; and identify any issues or problems which should be taken into account in designing and implementing similar projects in the future;
- x. To assess the overall cost of the projects with original budget provisions, and their respective linkage with the overall results;
- xi. To prepare the evaluation report in accordance with the references for the Project Evaluation Report, as contained in the ITTO Manual for Project Monitoring, Review and Evaluation (3rd edition, 2009);
- xii. To assess the projects' contribution to the relevant ITTA objectives (1994 and 2006) and relevant ITTO Action Plan (Yokohama Action Plan and 2008-2011 Action plan); and
- xiii. To prepare one or more articles for each project, for possible publication in the ITTO Tropical Forest Update, in consultation with the editor, containing an overview of the projects and summarizing the lessons learned from the evaluation work. Appropriate photographs should be provided, if possible.

In addition to the above, the Consultant also placed particular emphasis on:

- the utilization of the compilation and analysis of data and information on rattan resources, management and markets in Central Kalimantan, South Kalimantan, East Kalimantan, Jambi, South Sulawesi, Surabaya and Cirebon;
- functioning of the three demonstration plots for rattan plantations that have been established at Kuningan regency - West Java, at Piani sub-district, Tapin regency and Pengaran sub-district, Banjar regency; and
- functioning and sustainability of the established model management scheme on rattan plantations in natural forests by involving local communities and the model of rattan plantations within timber plantation areas by forest companies.

2.2. Evaluation Approach

The Evaluation involved:

- the review of project documents, Yearly Plans of Operation (YPOs), minutes of the Project Steering Committee (PSC) meetings, bi-annual progress reports, technical reports, financial reports, completion report and other relevant documents;
- meeting and discussions with former Project Leader and Staffs at the headquarters of Directorate General of Land Rehabilitation and Social Forestry (DG-LRSF), as the Executing Agency, as well as with selected Officials of the Ministry of Forestry-Indonesia (MOFI) and Center for International Cooperation (CIC) of MOFI, as the ITTO focal point; and
- Field visits to the project sites in Katingan, Central Kalimantan, to gather first hand information on the implementation and impacts of the project from local stakeholders, including rattan farmers and processors and concerned District Government authorities.

The key stages of the ex-post evaluation include:

- i) Clarification and analysis of the Project design
 - It was carried out through discussion with the Executing Agency (EA), especially with Project Key Personnel. It was fortunate for the Consultant to gather all information through both the Project Leader and Staffs, who were available and assisted in the evaluation; and

- The Project design was assessed using the ITTO Manual for project formulation, 2nd edition, 1999, as reference with special attention to the project's logical framework.
- ii) Assessment of Project performance
- by analyzing achieved objectives and outputs in light of the Logical Framework Matrix (LFM);
 - by studying the Project operational plans and associated budgets against actual implementation and spending; and
 - by assessing impact and sustainability of the Project through field visits to two of the beneficiaries' group.

3. PROJECT FACTS

3.1. Origin

The project was a follow-up to the FAO Rattan Expert Meeting that took place in Rome, Italy on 5-7 December 2000. One of the problems discussed during the Meeting was degraded rattan natural resource in Indonesia due to over exploitation while rattan resource had great potential to improve the income of rural people through promotion of small-scale industry development.

Moreover, the Rattan Policy Review Workshop held at CIFOR on 29-30 November 2002 attended by rattan experts, professionals and practitioners from various institutions including the National Science Institute (LIPI), FORDA, Universities, NGOs, GTZ, ASMINDO and DG-LRSF, thoroughly discussed four main issues on rattan industry development in Indonesia including rattan resource base, production, trade and policies. Results of the workshops had been used as inputs to developing the project itself.

3.2. Development Objective

As defined in the project document, the development objective was to enhance sustainable utilization of rattan by securing raw material and production flows from sustainably managed resources in order to increase multiple benefits of rattan to local communities. Therefore, the intended long-term primary beneficiaries of the project were the communities residing in and nearby forests.

3.3. Main Problems to be Addressed

The main problems to be addressed by the project were not clearly defined in the project document despite the lengthy discussions devoted to "problems to be addressed". Knowing that a specific objective is the positive statement of a main problem, the specific objectives defined in the project document suggested that the main problem to be addressed were: i) unsustainable utilization of natural and planted rattans; and ii) weak competitiveness of the rattan industry.

Main causes of the first problem were: a) lack of reliable information on potential supply of rattan resources and demand for rattan products; b) improper management and utilization of rattan natural resource; and c) lack of skills in establishment of rattan plantation. The second main problem was caused by: a) lack of information on product specifications required by markets; b) inappropriate processing techniques and technologies; c) weak rattan trade policy; d) growers of rattan did not have experience in processing; e) lack of trained people for planting and processing of rattan; and f) lack of awareness on the potential contribution of rattan industry to national economy. It is worth emphasizing that the above causes of the problems were inferred from the project outputs defined in the project document.

3.4. Specific Objectives and Outputs

The specific objectives defined were:

1. To develop sustainable utilization of natural and planted rattans from sustainable sources in Indonesia; and
2. To improve rattan industry competitiveness through improvement of grading system, product design and quality, market incentives and policies as well as diversification of rattan products.

The outputs of the project were, as follows:

Specific Objective 1:

- Technical report on rattan supply and demand in Indonesia, including survey of rattan potency, rattan processing, rattan production and their management options;
- Technical report on existing natural rattan management and utilization developed; and
- Two (2) demonstration plots of intensive rattan plantation established in Kuningan Regency (West Java) and Tapin Regency (South Kalimantan). During the course of project implementation, establishment of demonstration plots had been somewhat modified, to cover three (3) Regencies, namely, Kuningan Regency (50 Has), Piani Regency (25 Has) and Pengaran of Banjar Regency (25 Has).

Specific Objective 2:

- Technical report prepared and submitted concerning market preferences for rattan products in terms of types, designs and qualities;
- Technical Report on appropriate technology to produce better quality rattan products developed;
- Project report on recommendation concerning socio-economic and policy of rattan market-system;
- Two (2) small-scale rattan processing units established at existing factories/workshops for Katingan rattan farmers' group in Katingan, Central Kalimantan in 2005, and Kolaka rattan farmers group in South-east Sulawesi in 2007;
- Two (2) short training courses on rattan planting/cultivation and processing conducted in Samarinda, East Kalimantan in June 2005 in Banjarbaru, South Kalimantan in September 2005; and
- Two (2) national fora/workshops on sustainable rattan development conducted in Kuningan, West Java on June 26, 2004 and in Katingan, Central Kalimantan on January 30-31, 2007.

3.5. Project Rationale

Indonesia was endowed with vast rattan resource. The production area was estimated at around 9.37 million hectares. The country has historically dominated world trade of rattan products with market share of around 80%. By end of 1980s, rattan export earnings of rattan products amounted to US\$ 300 million annually. However, in recent years, the production and export of rattan had been consistently declining for various reasons including over-exploitation, inefficient processing, low product quality, weak government policy and unfavorable business environment, weak competitive advantage of rattan industry, among others. If the declining trends continued, the rattan dependent communities, processors and traders would suffer. The project was designed to counter these undesirable scenarios by initiating the necessary interventions.

3.6. Project Duration

The project was implemented starting in February 2003 until December 31, 2006, with an extension of one and half-year, ending in July 31, 2007. There were actually two (2) project extensions, or a total of 18 months, which was granted by the ITTO, without additional funds

in order to complete the execution of all planned activities, or a total project duration of 54 months.

3.7. Budget

The total project budget was US\$ 849,299, of which US\$ 434,839 was contributed by the ITTO and the Government of Indonesia (GOI) provided US\$ 414,460, as in-kind contribution or counterpart funding.

3.8. Executing Agency

The Directorate General of Land Rehabilitation and Social Forestry (DG-LRSF) was the Executing Agency of the project while the Collaborating Agency was the Forestry Research and Development Agency (FORDA).

4. FINDINGS AND LESSONS LEARNED

4.1. Findings

4.1.1. Project Design and Contribution to Achievement

The project proposal was formulated following the ITTO Manual for project formulation, 2nd edition of 1999. However, it was found that the problem analysis was not based on a problem tree as required by the Manual. Therefore, the cause-effect relationships of the key problems to be addressed were not clearly exposed. Consequently, identification of the project elements was not aided by an objective tree as well, thus, means-end relationships were not shown nor indicated well in the project proposal. In accordance with the ITTO Manual, the problem tree should have been inverted to become an objective tree that would clearly show the work breakdown structure of project intervention and indicate the essential project elements. A project design that was based on a problem tree and its corresponding objective tree should have a strong vertical logic. This was not the case of the design of this rattan project.

Nevertheless, despite this weakness in the conduct of problem analysis, the project strategy was well defined in terms of the necessary activities to deliver outputs in order to achieve desired objectives of the project. These could be due to pre-project activities with key stakeholders during the FAO Rattan Expert Meeting that took place in Rome, Italy on 5-7 December 2000 and the CIFOR Rattan Policy Review Workshop held on 29-30 November 2002.

The ex-post evaluation confirmed that the project strategy was sound, given the information available and circumstances at the time the project was developed. The LFM captured the project strategy and design, such that the LFM can be used as an effective monitoring and performance framework. This was demonstrated by the positive impacts provided by the project to its intended beneficiaries and stakeholders. The conduct of short training courses, rattan fora cum workshops that were designed for government implementers and the rural people located in 4 project sites in 2 provinces, had gradually promoted public awareness and close collaboration towards their livelihood activities of rural folks. The rural population and rattan industry sector were further exposed to the means, methods, management, establishment of rattan plantation and natural forests, including value-added rattan products, within the framework of the project. Other community members, e.g. in Katingan rattan farmers were influenced by those who attended the trainings through technology transfer and demonstration of quality finished products. With the support of their local government units in Katingan, they have ample opportunities to increase their income by adopting the policies and directives provided in various publications of the project. These opportunities were not available to them during the pre-project situation.

The project design was sound and found to be appropriate as the project's outputs generated wide-ranging positive impacts and effects to its target beneficiaries, which contributed positively towards the project's specific and development objectives. Skills, knowledge and

capabilities have been upgraded as a result of the project across rattan technical and processing technologies, trainings and fora cum workshops and relevant government institutions. The improved collaboration and information generated as a result of the project supported further development of the rattan industry sector.

Cognizant of the project design of the rattan project and its arrangement relative to the vertical cause/effect logic set forth in LFM, the project aptly identified the outcomes (e.g. improved rattan technologies and technical guidelines) that were needed to achieve the desired impacts (i.e. increased contribution of rattan industry sector to the national economy), the outputs (e.g. trainings conducted and socio-economic data gathered and analyzed) which were required to achieve the desired outcomes as mentioned above, including the different activities that must be carried to achieve the desired outputs, and finally the inputs needed to carry out the activities of the project. Thus, the project design was found appropriate with only seven (7) field operating staff from DG-LRSF and FORDA producing all the outputs and backstop with a number of project activities as indicated in the LFM.

The project work plan covered more than 3-year duration and approved at the beginning of the project, and any deviation or changes in activities and inputs were tabled and consequently approved by the PSC. The work plan was an important reference for project staff showing the expected timing of 14 activity, budget requirements and units/staff responsible for each activity, and then transformed into a Gantt Chart for easy guide. As mentioned earlier, the project staff turn-over is a significant risk and when it is unavoidable, efforts should be made to ensure that key knowledge is documented, key documents located and secured, and important contacts were passed on to organic staff.

4.1.2. Achievements

The following are the most significant achievements of the project based on its LFM:

- a. Specific Objective No. 1 : Development of sustainable utilization of natural and planted rattan from sustainable sources.

Achievements:

- (i) Gathering of information and translated into project reports concerning the supply and demand for rattan products undertaken/completed in 2003. These activities were also related to surveys of rattan potency in project areas, rattan silvicultural and processing aspects, i.e. grading system for raw rattan, semi-finished and finished products, diversification of rattan's dragon blood or resin specifically extracted from matured seeds of *Daemonorop draco*, products design and study on basic properties of 18 selected rattan species and their management options.
- (ii) Research work focused on rattan inventory techniques for natural and plantation sites carried out in 2003.
- (iii) Three (3) demonstration plots covering 100 hectares of natural rattan stands and plantations established in 2004 and managed with 18 rattan commercial species in two (2) provinces, namely, in Districts Tapin and Banjar (South Kalimantan) and in Kuningan (West Java). The first rattan plantation trial in South Kalimantan is a model management scheme on natural forest managed by local communities and the second plantation trial as a model of rattan plantation within plantation forest in West Java, managed by state-owned Perum Perhutani.

- b. Specific Objective No. 2 : Improvement of rattan industry competitiveness through improvement of rattan grading system, product design and quality, market incentives and policy, as well as diversification of rattan products.

Achievements:

- (i) Implementation of research work/field surveys of rattan industrial areas, market preferences of rattan product types, appropriate rattan processing techniques (e.g. preservation, drying, bending), rattan designs, benefit-cost ratio analysis of added value of rattan products and qualities were completed in 2004.

- (ii) Project reports on recommendations for socio-economic and policies of rattan market systems completed in 2003.
- (iii) Established two (2) small-scale rattan processing units in Kolaka rattan farmers' group in South-east Sulawesi in 2007 and Katingan in Central Kalimantan in 2005.
- (iv) Two (2) consecutive short-training courses for 15 days concerning rattan cultivation/nursery operations and processing for rattan farmers and smallholders, with 30 farmers/participants, completed in 2005.
- (v) Two (2) national rattan fora/workshops for 50 participants conducted on June 26, 2004 in Kuningan, West Java and in Katingan, Central Kalimantan on January 30-31, 2007.

4.1.3. *Impacts and Relevance*

The project brought together key stakeholders concerned with natural rattan stands and plantation management, including the production of diversified and value-added rattan products. Before the project, there was little communication efforts between various government agencies, private sector, non-government organizations (NGOs) and rural folks about rattan concerns, and there was very little information available about rattan, its industry and problems. At present, despite the influence of external factors, e.g. political will of government to support rattan industry sector and willingness of partners in development, two (2) project outcomes for target beneficiary groups were identified, to wit:

- ° Good information base on rattan and its by-products have been developed – The project outputs generated a dearth of data and information, e.g. technical reports/manuals and guidelines about rattan resources in Indonesia which did not either exist before or was scattered in different institutions. Moreover, this achievement would not have taken place if it were not for the ITTO Project bringing together stakeholders and rural communities/beneficiaries together in fora cum workshop and meetings.
- ° Training Program for technology transfer – The project was successful in its technology transfer to farmer-beneficiaries and small-scale industry/workshop, as they continue to use/follow the technologies and skills/knowledge gained in the training program and rattan workshops, as observed in Katingan area, Central Kalimantan.

However, the continuity of these positive outputs in a post-project situation may change when key people are transferred or moved out through promotion or other causes, such that close cooperation, established linkages and training programs will also be negatively affected through time.

The contribution to the project objectives of the desired outputs and assumptions has been achieved, as mentioned in Section 4.1.2 above. The availability and early adoption of generated rattan guidelines, manuals and publications of improved technologies generated through surveys and information gathering had contributed significantly to specific objectives nos.1 & 2. While the project generally made good progress towards the specific objectives, the government priority related to rattan industry development and limited institutional capacity of rural people, were the most significant barriers preventing greater progress towards the development objective. For instance, Ministry of Trade Regulation Nr. 12/M-DAG/Per/6/2005 concerning the ban on the export of raw rattan and semi-finished products, has resulted in price disparity at the local level compared to that of the international markets thereby creating data anomalies on the export statistics. Likewise, rattan production ventures were also affected by the low return in terms of cash for traditional rattan collectors.

As such, follow-up actions to the project have encountered some constraints, e.g. insufficient funding or institutional support because of other policy priorities. Nevertheless, the project impacts demonstrated a modest contribution to the development objective. Not so much with direct increase to the national economy, but through indirectly the diversification of value-added rattan products and skilled opportunities for rural people.

The success indicators for development objective reflected only a small portion of the expected range of project impacts. In particular, the indicators for development objective

represented longer terms or time to attain for the project, as these targets can only be verified at the national levels, e.g. national export of rattan-based products increased by 5% of total export of rattan products, income of rattan collectors and farmers increased by 10%, or natural and plantation of rattan areas increased by 10%. As such, the listed outputs and outcomes could only have expected to make a humble contribution to these objectives even though they are fully consistent with the project strategy.

4.1.4. *Effectiveness of Technology Transfer*

Technology transfer was effectively accomplished through various means, namely:

- i) **Training on rattan cultivation**
The demonstration plots in Tapin, Banjar and Kuningan, totaling 100 hectares in area, were established in collaboration with local rattan farmers. The participating farmers had the opportunity to practice the traditional knowledge they possessed and at the same time learning-by-doing new rattan cultivation techniques from the professionals appointed by the project covering production of planting material, site selection and preparation, planting of seedlings, among others. In this manner, the rattan farmers were able to improve their knowledge and skills on rattan plantation management and nursery activities, as observed in Katingan, Central Kalimantan.
- ii) **Training on rattan processing**
Two (2) short trainings on rattan processing with 30 participants were held at the trial processing units in Katingan and Kuningan. The participants had the opportunity to learn-by-doing of raw rattan processing techniques including cutting, soaking, washing and rubbing, scrubbing, scraping, drying, smoking, sorting and bundling. The rattan processing facilities and equipment in Katingan, e.g. warehouse, fumigation and draining facilities, runti/cleaning machine and rattan-splitting tools donated by the project were still found intact and functional as well.
- iii) **Fora cum Workshops**
The two (2) national fora cum workshops on sustainable rattan development conducted under the project were attended by farmer representatives, NGOs, government officials, rattan processors, traders, investors, professionals and scientists. The participants had ample opportunity to discuss issues, exchange information and views on rattan development.
- iv) **Dissemination of information**
A dearth of data and information was gathered and compiled under the project which has been published as technical reports, manuals and proceedings. The publications had been widely distributed to relevant stakeholders of the rattan industry for public awareness program and sustainability aspect.

4.1.5. *Overall Post-project Situation*

The achievements and impacts of the project were elaborated in the previous Sections. It was argued that the outputs and outcomes of the project could only make a humble contribution to the development objective even though they were fully consistent with the project strategy.

Available information and discussions with concerned officials of DG-LRSF indicated that the situation intended to prevail after project completion had not materialized as desired as to date. Sustainability of natural rattan, expansion of rattan gardens by farmers, growing interest of investors on rattan planting, increased income of rattan farmers, and more efficient functioning of market are all in a gloomy scenario for various technical and non-technical reasons, rattan national trade policy being the most influential one, as discussed in Item 4.1.3 above.

For instance, rattan farmers, who are the actual producer of raw rattan canes, have not made noticeable improvement in terms of income and expansion of rattan plantation for various reasons:

- The farmers have been facing fluctuating prices of rattan canes and their volume of harvest is very much dependent on the price offered by collectors. The higher the price, the larger harvest volume is. The uncertain level of selling price has become a disincentive for farmers to expand their rattan garden/plantation.
- The presence of coal mining, oil palm/rubber plantation development and logging operations in many localities have also become a disincentive for farmers to harvest rattan for sale and to invest in rattan planting as they can make quick earnings from coal mining, oil palm/rubber plantation and logging operations at the level comparable or better than earning from rattan harvesting business.
- The expressed expectation of farmers for the local government unit to act as a rattan price buffer or price stabilizing agent has not been fulfilled after a number of years of project operations, resulting in continued fluctuating prices and harvest volume.

Rattan collectors or local traders have not made any perceptible progress in increasing local market efficiency. They normally have no access to export markets due mainly to the lack of capital and skills. Therefore, their primary market destination is the big rattan processors in Java, only a few in numbers. As such, they are price takers due to weak bargaining power. The increasing transport and transaction costs in recent years have to be passed on to farmers in order to survive at the expense of rattan farmers' income.

Local processors of rattan normally produce semi-finished rattan products destined for both domestic and export markets. Today, they are facing raw material supply problem due mainly to: i) availability of suitable rattan species in terms of volume and continuity of supply; and ii) price competition with local traders supplying rattan canes to big factories in Java.

The big rattan factories in Java consume the bulk of raw and semi-finished rattan, thus, act as price leader and sell bulk of production to export markets. The companies are facing tougher competition from other exporting countries such as China and Vietnam due mainly to the unnecessarily high production cost brought about by the low processing efficiency, high rate of interest and weak design and quality control.

4.1.6. Unexpected Effects and Impacts

Shortly after the conduct of the national workshop on sustainable rattan development in January 2007, the District Government of Katingan had launched a program on rattan planting on 100,000 hectares of forest land. Likewise, the Provincial Government of East Kalimantan had embarked in the "one million manau rattan planting" program focusing on the establishment of large-scale plantation. These initiatives were indicative to the great interest paid by local governments to rattan industry development. Indeed, these policy initiatives were not expected to just occur during the course of project implementation.

The policy of District Government of Katingan to support rattan industry development by buying and using rattan products and furnitures for all local government offices within the district was also unexpected, and an encouraging effect of the project. The purpose of this policy was to support development of local rattan industry.

4.1.7. Efficiency and Operational Aspects

The project was collaboratively governed and the budget well managed. The project organization and structure were appropriate with various levels of coordination, e.g PSC and project management within DG-LRSF. Outstanding project results or outputs were achieved under the guidance of the PSC and direct supervision by the DG-LRSF.

The project staff was composed of only seven (7) persons, of which 3 people (from MOFI) were in-charge of administration, 2 FORDA personnel for implementation and research, 2 field representatives, and supported by 4 national consultants. They were provided with an

office space in DG-LRSF and supported with MÖFI vehicle, and a number of equipment, office supplies and materials.

In terms of administrative procedures, the project followed GOI-office decorum and regulations, including financial and auditing procedures, with an independent firm (e.g. Bismar, Salmon & Rekan, CPA) conducting annual audit as required by the ITTO. An internal monitoring system of project's progress in rattan activities were reckoned from the approved work and financial plan as affirmed by the PSC. Likewise, the PSC monitored and evaluated the progress reports and accomplishments every 6 months interval providing constant feedback to stakeholders to enhance project activities and outputs. In the procurement procedures for goods and services using ITTO funds, the project followed ITTO Guidelines on Procurement. The recipient country commitment as project counterpart funding represented the in-kind contributions derived from salaries/wages of DG-LRSF and FORDA staff assigned or detailed in the project, office space and materials/supplies, among others.

Based on project WP, the budget was allocated among activities over time and a number of in-house and international trainings (e.g. INBAR seminar/workshops in China and in Sao Paulo, Brazil), workshops/seminars/fora were conducted for the purpose of capacity-building and disseminating rattan project results/outputs, guidelines, manuals, reports, etc. for the information and reference guide of all stakeholders of the project.

4.1.8. Sustainability

The project was concluded around three years ago, and it has been observed that the Local Government of Central Kalimantan has continuously supported the rattan sector development with local rattan industry and rural folks for 100,000 hectares large-scale rattan planting. There was also a LGU policy for government agencies in Katingan, Central Kalimantan to support and use rattan-based products and furniture to support the local small-scale rattan industry. As a follow up to the recommendation of the National Workshop on Sustainable Rattan Development held in Katingan, Central Kalimantan, in January 30-31, 2007, the provincial government of East Kalimantan has launched a rattan development program called "One million manau rattan planting". These financial and policy support of the local government were very encouraging to the project's sustainability.

The local trainings of rural folks and their implementation of the rattan plantation activities showed positive efforts towards sustainability. It is worth mentioning that with the project implementation of more than 4 years, the project coordinator and staff/people had continuously handled the project and it served its purpose of mainstreaming somehow into its system of governance. Moreover, to address the institutional requirement of rattan sector development, the project outputs/accomplishments should be absorbed and handled by the existing Unit/Section within DG-LRSF regarding all concerns on rattan and further mainstreaming this aspect within the bureaucracy.

The project staff turn-over is a significant risk and when it is unavoidable, efforts should be made to ensure that key knowledge is documented, key documents located and secured, and important contacts are passed on to organic staff. The rattan project had been managed by Mr. Rivay R. Syam , as the Project Coordinator/Leader for the whole project duration, and ably supported by the project management staff under the direct supervision of the PSC chaired by the DG-LRSF. He is now assigned in Bandung, but still finds time to join the ex-post evaluation activities to provide support and important background information. It is worth mentioning that his overall budget/expenses in accompanying the Consultant in the evaluation phase had been borne by the Ministry of Forestry under the DG-LRSF.

4.1.9. Overall Success/Failure

The achievements of the project, its effects and impacts as elaborated in Sections 4.1.2 and 4.1.3, indicated that the project had been successfully implemented and completed. In light of the LFM, Output 1.3 in particular encountered a backlog in August 2004 when almost 300 hectares of forest in South Kalimantan had been destroyed by forest fires, as shown in NOAA data, 2004, and specifically wiped out the plantation trial plot at Beramban village, Piani sub-

district, Tapin Regency. Consequently, the DG-LRSF had re-established the demonstration plot in Pantaicabe village, Piani sub-district, Tapin Regency using state funds/budget.

As regards the development objective, the direct contribution of the project is not easy to assess in the absence of reliable data on the indicators. The development objective was to enhance sustainable utilization of rattan by securing raw materials and production flows from sustainable managed resources in order to increase the multiple benefits of rattan to the local communities.

Three (3) indicators pertaining to achievement of the development objective were defined, namely i) national export of rattan based products increased by 5%; ii) income of rattan collectors and farmers increased by 10%; and iii) natural and plantation rattan areas increased by 10%. It was argued in Section 4.1.5 that incomes of rattan collectors and farmers as well as the extent of rattan plantation areas have not shown or indicated substantial improvement so far.

The total export value of rattan products by end of 1980s was reported over US\$ 300 million per annum. The available data at DG-LRSF showed that total export value in 2008 was slightly over US\$ 323.7 million. It would be misleading, however, to identify the increase in export value as impact of the project as there are so many factors affecting rattan exports. The actual contribution of the project to increasing export value is thus not easy to assess.

The project was planned for 36 months but required an 18-month extension in order to complete execution of all planned activities, thus, the EA failed to complete the project within the originally planned time duration. This failure was brought about by the following reasons:

- Tour of duty of field supervisors;
- Delayed submission of technical reports of Consultants that caused subsequent delays in implementation of a number of project activities;
- Final gathering/collection of all information/data on rattan resources to be completed, as required for all project reports, its preparation, publication and submission to ITTO; and
- Transfer of duty of DG-LRSF, as chairman of the PSC.

Overall, it can be categorically concluded that the project had been successfully implemented and completed in light of the defined logical framework and time extension of the project.

4.1.10. Overall Cost

In accordance with the Project Agreement (PA), the amount of ITTO funds sanctioned for the project was US\$ 434,839.00 of which US\$ 42,614.00 was retained by ITTO to meet monitoring, review and evaluation as well as ITTO's program support costs. Therefore, the amount available for project operations was US\$ 392,225.00.

The operational funds were disbursed by ITTO in six (6) installments and used to pay for personnel (25.1%), sub-contracts (24.2%), duty travel (19.8%), capital items (11.6%), consumable items (8.9%) and miscellaneous expenses (10.4%). The use of funds was periodically audited by an independent registered public auditor appointed by the Executing Agency with the prior expressed approval of ITTO. Five financial audit reports had been submitted to ITTO, one being the final report covering the entire duration of the Project. In its final report the auditor, Bismar, Salmon & Rekan, RPA (Registered Public Accountant), concluded that spending of the project were free of irregularities.

It is worthy emphasizing that GOI had also contributed a significant amount of funds to the project, totaling US\$ 414,460.00. The bulk of the contribution, i.e. US\$ 250,050.00 was expected to cover the costs of personnel and sub-contracts. The salaries of the Project Coordinator and Field Supervisors and renovating costs for two (2) trial processing units were met by the GOI.

Thirty-two (32) activities had been fully executed to deliver 9 outputs and achieve the specific objectives. Amongst the costly activities was rattan growing stock surveys in 4 provinces,

market study, establishment of 100 hectares of demonstration plots, conduct of trainings and national workshops, and establishment of two small-scale trial processing units.

Despite the extension in time for 18 months, the originally sanctioned budget was sufficient to implement all planned activities. Considering the achievements of the project and the final financial statements produced by the independent auditor, the sanctioned funds had been used in an efficient manner.

4.1.11. *Contribution to ITTO*

Contribution to ITTA 1994 and ITTA 2006

- The project produced information on rattan growing stock, trained farmers on rattan cultivation techniques and held workshops on sustainable rattan development which all have contributed to the process of sustainable development (Objective c, ITTA 1994; Objective c, ITTA 2006);
- The project developed rattan inventory methods, conducted rattan market study and carried out research on rattan cane properties thus contributes to Objective f of ITTA 1994 and Objective f of ITTA 2006; and
- The project promoted rattan planting on degraded lands through the training of farmers and development of technical manual on rattan cultivation thus contributes to Objective j of ITTA 1994 and Objective j of ITTA 2006.

Contribution to ITTO Action Plans

Through the achievement elaborated in Section 4.1.2 the Project is contributing to Goal 1 Action 5 and 6 of ITTO Yokohama Action Plan; Expected outcome 2 Action c1 of 2008-2011 Action Plan.

4.1.12. *Specific Matters*

This sub-section highlights the specific matters as requested by the terms of reference.

Utilization of data and information

A dearth of data and information had been compiled under the project. Utilization of this invaluable resource, based on interviews with officials of DG-LRSF, can be summarized as follows:

- Data on rattan growing stock had been used by LGUs of Katingan and East Kalimantan to aid in the development of rattan programs. Use of growing stock data for future decision-making is not advisable as forest condition is changing rapidly. Data generated five years ago may not reflect well the present rattan resource condition.
- The technical manuals on rattan cultivation and processing are still valid as to date and useful for guiding the operation of rattan planting and as reference materials for forestry students or trainees.
- Report of the market study, particularly on market structure and characteristics, has been cited by scholars, scientists and students as important source of information.

Functioning of three demonstration plots

- The plots in Tapin and Banjar have been administrated by DG-LRSF since completion of the project. Growth and development of rattan planted under the different models are continuously observed and documented.
- The forest land in Kuningan on which demonstration plots were established is now part of the Ceremai National Park thus is administered by DG-FPNC. Its function is, therefore, limited to educational and research purposes.

Functioning and sustainability of rattan management models

- The rattan planting models in both natural forest and bare land need validating before they are disseminated for practical use.
- The models are continuously observed to see growth and development of the different rattan species planted. It is too early to conclude which model is recommended for future use as none of the species planted has reached maturity age.

4.2 Lessons Learned

There are a number of lessons learned from this project which should be taken into consideration when designing similar projects in the future, to wit:

- a. The project design is devoid of problem and objective trees as required by the ITTO Manual (1999), however it was reinforced by strategies generated from pre-project activities, e.g. FAO and CIFOR Policy Reviews on Rattan, which subsequently delivered planned outputs and achieve the specific objectives. The achievement was attributable mainly to the consistent focus of the PMU on building up capacity of rattan farmers in demonstration trials/plots, in processing of the raw materials and marketing of products. While the indicators designed in the project document appeared not fully measurable, assessment of the achievement of outputs and specific objectives have been relatively accurate by thoroughly examining available technical reports and carrying out field observation at the project sites.
- b. The project organization and structure were appropriately created following a collaborative method of project governance and involving a wide variety of stakeholders in the project design and implementation. Outstanding project results or outputs were achieved through multi-sectoral linkages under the guidance of the Project Steering Committee (PSC) chaired by the DG-LRSF.
- c. The PSC monitored and evaluated the progress reports and accomplishments every 6-month interval providing regular feedback to all stakeholders to enhance project activities and outputs. This meant the project was continuously improved and ensured the project activities were targeted towards the beneficiary needs and requirements.
- d. A number of relevant information on rattan, e.g. guidelines, manuals and reports, have been produced and disseminated by the project to wider audience/stakeholders during fora cum workshops and meetings, which were necessary for the sustainability of project impacts.
- e. The indicator of success should have been better targeted to desired outcomes, and should be more specific than using the national level information, particularly development objective, in order to effectively measure the project outcomes at the end of the project.
- f. The project risk was easily identified, especially at the level of government policy support and direction in rattan industry development, e.g. ban on export of raw rattan and semi-finished products under the Ministry of Trade Regulation No. 12/M-DAG/PER/6/2005, and considered its consequent implications towards the sustainability of project.
- g. The project staff turn-over is a significant risk in the project's smooth operation, especially involving field supervisors and transfer of duty of DG-LRSF, as Chair of the PSC, considering that the continuity of operations and institutional memory are disrupted accordingly. But, when it is unavoidable, efforts should be made to ensure that key knowledge is documented, key documents located and secured, and important contacts were passed on to organic staff.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The following conclusions in the whole evaluation process of the project are shown below, to wit:

- a. A number of project outputs or findings focused on natural rattan and plantation management, including value-added rattan products had been done and documented through guidelines, manuals and reports. The project produced a dearth of information and data on rattan resources, e.g. technical papers/reports and manuals which were very comprehensive and impressive, however, none of them have been published in any of the international/regional journals, periodicals and newsletters (e.g. INBAR) for wider distribution and utility.
- b. The project design was devoid of the problem and objective trees in accordance with ITTO Manual (1989) and therefore it does not have a strong vertical logic. Fortunately, pre-project activities through the FAO and CIFOR Policy Reviews on Rattan has reinforced the project strategies for the planned outputs and activities for the project implementation.
- c. The project strategy was sound and selected outputs appropriate, as indicated in the LFM. Together with the unexpected local government support in Katingan, Central Kalimantan, to local rattan industry sector development as the project was implemented after its completion, a significant number of activities were achieved and continued at the level of outputs, as envisaged. Likewise, project activities were constantly improved based on feedbacks and updates at the PSC meetings conducted twice a year.
- d. The project was collaboratively governed and the budget well managed through the PSC at its inception phase (in 2003) until the project completion in 2007. Close collaboration between and among key stakeholders enabled them to build linkages and share information and updates in the interest of proper project management and sustainability aspects.
- e. A stronger political support is needed to safeguard the positive impacts of the project in the future, particularly in the formulation of a long-term national development strategy and action plan for commercial rattan plantation, as a "road map" for all stakeholders to follow and adhere to.

5.2. Recommendations

The following recommendations for future actions will further support the sustainability of project benefits and help further development of the rattan sector in Indonesia, such as:

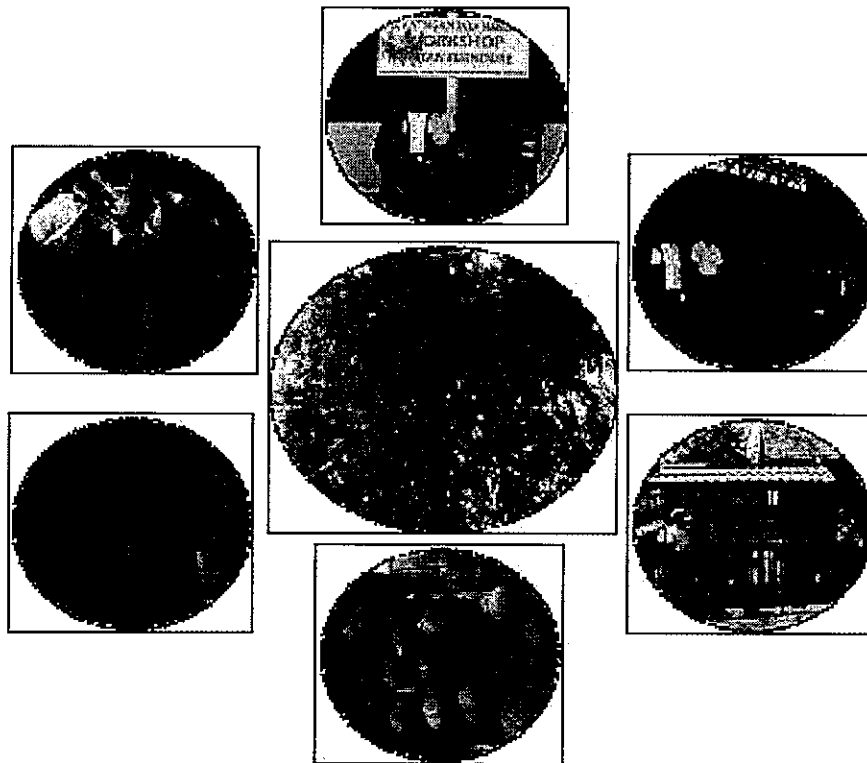
- a. The rattan industry sector should be promoted further by the national government through Ministry of Forestry of Indonesia (MOFI) in collaborative partnership with private enterprises and cottage industries, and with rural communities' active participation.
- b. Key stakeholders group should continue working together towards the preparation of a framework concerning the long-term national development strategy for commercial rattan plantation, which will guide and support all future action plans of the rattan industry sector. Within this strategy, the setting-up of mechanism or an entity should be pursued to assist rattan farmers' association for their bargaining power in the marketing aspects of the industry.
- c. There is still significant need in the country for information and trainings on all aspects of rattan industry sector requiring continued assistance of donor community like ITTO, including dissemination of information that require improvement, i.e. with enhanced and expanded extension services that are consistent with any agreed rattan development strategy.
- d. A national rattan inventory/survey, including other NTFPs should be undertaken to determine the existing and remaining growing stock and annual production information, in collaboration with the GIS/RS unit within MOFI. The GIS-based maps of these project sites and/or demonstration plots should come handy for easy reference and guide.
- e. Strengthen key stakeholders' capacity through trainings and improved rattan technologies by enhancing the planning, programming, implementation activities and marketing aspects. In particular, rural people's capacities be developed and improved not only in technical aspects, but also through skills development, e.g. simple book-keeping, recording, filing and accounting procedures, which are prerequisites for organizing rattan farmers' associations.

- f. The importance of regional networking with neighboring countries in ASEAN should also be emphasized and pursued to exchange and share the wealth of rattan information and technologies generated by this project for future marketing strategies and collaborative partnerships. For instance, the project can link with the existing networks established in ASEAN to enhance and harness the best available forest science and technologies for sustainable development of the people and the environment of the region.

Acknowledgements

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Photo Documentation



- a. Top photo: Field visit to Katingan Rattan Workshop, Central Kalimantan
- b. Clockwise, next photo: Rattan splitting machine donated by the Project
- c. Next photo: Tumbang Liting villagers posed with visiting Team
- d. Bottom photo: Semi-finished rattan products for export to other provinces
- e. Next photo: Arm-chair/sofa laid with rattan products in Katingan workshop
- f. Next photo: Hats, lamp shades and novelty items made of rattan products
- g. Center photo: Fruiting rattan at farmer's plantation area in Tumbang Liting, as the main source of villagers' raw materials for their rattan industry

Annex A

Adopted Itinerary for Dr. Antonio Manila ITTO Consultant for the Ex-post Evaluation of Projects PD 286/04, PD 277/04 and PD 108/01

28 May (Fri)

Arriving at Sukarno Hatta International Airport by PR 0535 ETA 11.55 pm
(met by Project PD 286/04)

29 -30 May (Sat - Sun)

Studying the project documents handed over by the EAs at the hotel

31 May (Mon)

Morning :

Attending entry conference at the Center for International Cooperation (CIC), MOF
(the conference is to be arranged by CIC)

Afternoon:

Visiting Projects PD 286/04 and PD 108/01 in Jakarta

1 Jun (Tue)

- Visiting PD 277/04 in Bogor
- Departing for Jakarta by road and for Surabaya by JT586 at 16.20 pm accompanied by PD 286/04 (ETA Surabaya 17.40 pm)

2 Jun (Wed)

Visiting ISWA Project sites at Jombang (UD. Karya Jati) and Surabaya (PT. Surya Saritama)
(Overnight Surabaya)

3 Jun (Thu)

- Departing Surabaya for Balikpapan by Lion Air JT360 at 06.15 am (ETA Balikpapan 08.40 am)
(to be met by Project PD 277/04 at Balikpapan Airport)
- Traveling from the airport to the Project site
- Visiting the Project site in the afternoon
(Overnight at the Project site/Bangkisai)

4 Jun (Fri)

Morning:

- Visiting the Project site (continued as needed)
- Departing Balikpapan for Jakarta by Mandala RI 395 at 12.30 - 13.30
- Departing Jakarta for Palangkaraya by GA 552 at 14.45
- Arriving at Palangkaraya Airport at 16.25 pm, to be met by PD 108/01
(Overnight Palangkaraya)

5 Jun (Sat)

- Visiting the Project site(s)
(Overnight at the Project site)

6 Jun (Sun)

- Visiting the Project site (continued as needed)
- Travelling from the Project site to Palangkaraya Airport
- Departing Palangkaraya for Jakarta by GA 553 at 17.00 pm
- Arriving at Jakarta Airport at 18.35 pm
- Traveling from the Airport to the hotel accompanied by Project PD 108/01

7 Jun (Mon)

Drafting Report on field visit findings at the hotel

8 Jun (Tue)

visiting the EAs' Offices in Jakarta and Bogor for final consultation

9 Jun (Wed)

Attending exit conference at CIC Office in Jakarta
(the conference is to be arranged by CIC)

10 Jun (Thu)

- Leaving for Sukarno Hatta Airport, to be accompanied by PD286/04
- Departing Jakarta for Manila by PR 0504 ETD 01.35 pm

Developed in : Jakarta
Date : 31 May 2010
Center for International Cooperation (CIC),
Ministry of Forestry



Annex B

PERSONS/OFFICIALS MET DURING EX-POST EVALUATION OF PD 108/01 Rev.3 (I) IN INDONESIA

A. Ministry of Forestry, Center for International Cooperation

1. Director Agus Sarsito
2. Deputy Dir. Laksmi Banowati
3. Mr. Heru Wibowo
4. Ms. Ima Y. Rayaningtyas
5. Mrs. Kasmalia Sari
6. Ms. Tri Meinartin

B. Directorate-General for Land Rehab and Social Forestry

1. Director Billy Hindra
2. Mr. Muhammad Firman
3. Mr. Tedjo Purwoto
4. Mr. Rivay R. Syam

C. Rattan Industry & Rural People/Folk

1. Mr. Irwanto - Head of Village, Tumbang Liting, Katingan
2. Mr. Anthon Pawarigan - Manager, PD Katingan Jaya Mandiri

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