

EX-POST EVALUATION REPORT

ITTO Project PD 275/04 Rev.3 (I)

**Improvement of the Sustainable Management and
Utilization of Non-Timber Forest Products (NTFPs) in Cambodia**

Prepared for the ITTO

by

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Executive Summary

Introduction

The ex-post evaluation of Project PD 275/04 Rev.3 (I) was conducted by the ITTO Consultant whom had visited the project from 15 to 26 July 2012. The primary purpose of the evaluation is to learn lessons from the Project and made recommendations for similar interventions in the future. The Consultant, therefore, has assessed all aspects of the Project from its inception to completion regarding the administrative, financial and operational matters.

The evaluation involved a review of available project documents and files, meetings and discussions with target villagers, concerned officers and staffs of the Forestry Administration, the Executing Agency, at different levels, and field visits to selected project sites on rattan processing, bamboo processing as well as nurseries and NTFP plantations.

Evaluation Scope, Focus and Approach

The evaluation should establish to which the project intervention has achieved its planned outputs and outcomes and draw conclusions and recommendations for similar interventions in the future. Therefore, the evaluation is collection of information, the on-the-spot assessment and in-depth analysis of the performance and impact of the Project after its completion.

The ex-post evaluation involved a review of available project documents and files, an entry meeting with the former project key personnel and officers of the Executing Agency, organized visits to selected sites of rattan and bamboo processing as well as NTFPs nurseries and plantations, discussions with local officers and staffs of Forestry Administration, the Executing Agency, and an exit meeting with the Assistant Director General of the Forestry Administration.

Project Facts

The project was approved and funded during the thirty-seventh ITCC Session held in Yokohama on 13-18 November 2004. Its duration was thirty six months with the sanctioned budget of US\$ 588,412 comprising contributions of ITTO, Royal Government of Cambodia and CIRAD of French in the amounts of US\$ 440,312, US\$ 130,100 and US\$ 18,000, respectively.

The project was aimed to improve local livelihood by achieving sustainable management of NTFPs. Its specific objectives were to: i) help re-organizing local

management of NTFPs in its social and legal aspects; and ii) improve NTFPs management and trading including plantation and processing.

The expected outputs were: i) staffs of the executing agency trained on project implementation, ii) capacity of existing groups of collectors improved in NTFPs management, iii) management plans of NTFPs proposed by local communities to local/national authorities, iv) small-scale plantations of NTFPs established, and v) training on processing of NTFPs conducted.

The project was implemented by the Forestry Administration of Cambodia based in Phnom Penh starting July 2006. It was intended to address the problems facing the management and utilization of NTFPs in a sustainable manner which included the low price of NTFPs received by collectors, high transaction costs, lack of skills on processing, over exploitation and lack of planting, and difficulty in obtaining harvest permits.

Findings

The project identification was adequately accomplished; the problems facing the management and utilization of NTFPs were identified in close consultation with the main stakeholders. However, the problems addressed were inadequately analyzed leading to a rather weak project intervention.

Despite weaknesses of the project design, it has greatly contributed to achievement of planned project objectives. Out of five planned outputs, four were fully delivered while one was partially delivered. Therefore, the specific objectives had been almost fully achieved.

The development objective of the Project which was to contribute to local livelihood, was, to a lesser extent, achieved. The reasons for this sub-optimal achievement are: i) most collectors and processors of NTFPs are still heavily dependent on middlemen for financing of their operations thus on selling price of the products, ii) some processors are facing low profit margin due to low productivity brought about by the poor processing tools coupled with low selling price caused by inferior quality, iii) difficulty in obtaining raw materials at affordable price, and iv) less and less villagers are involved in NTFPs business due to the presence of alternative local sources of income.

The project's objectives could have been achieved more effectively had the intervention been based on an adequate problem analysis. Output 1 for instance, is not a relevant intervention as it relates more to project operational management rather than to solving the problem at hand.

Based on the information gathered during the field visits, impacts of the project intervention appear to be insignificant: rattan and bamboo processing do not contribute

meaningfully to livelihood of most processors while interest in planting of NTFPs is weakening.

The training program under the project, formulated in accordance with the results of training need assessments, was relevant in terms of the subjects covered, methodologies adopted and duration of training sessions. However, transfer of technologies was hampered by the existing gap in communication as the trainers and trainees do not speak the same language. In addition, the full participation of trainees was difficult to realize as the trainees were also involved in day-to-day income generating activities.

After completion of the Project, trained processors of NTFPs were left by themselves without any assistance in follow-up actions from the Forestry Administration or other concerned organizations. Interviews of the processors indicated that there is a need for an extended external assistance in terms of technical and financial aspects in order to improve performance and increase income from NTFPs processing.

Contribution of NTFPs to household income appears to be decreasing in recent years for a number of reasons including: unproductive application of processing skills, limited access of local communities to forest concession lands, number of villagers is now fewer involved in NTFPs harvesting and processing due to the presence of alternative job opportunities.

Most of the seedlings planted by villagers on the yards and on lands around the villages died of deficient tending which is brought about primarily by the diminishing interest in planting initiative and declining number of villagers that engaged in planting activities.

Despite the one year extension in time without additional funding, the project was implemented in high compliance to the project agreement and existing ITTO rules and procedures. For instance, employment of professionals were made with the prior approval of ITTO, yearly plans of operations were prepared prior to commencing operations, bi-annual progress reports were timely submitted to ITTO, the financial statements of the project were duly audited by registered public accountants, and different project reports had been published and disseminated as appropriate.

Extension in time for implementation was required as several activities experienced delay in completion for at least three main reasons: i) too many project sites had to be visited, 15 villages in 4 provinces, under the extremely bad accessibility due to damaged road network; ii) procrastinated training sessions caused by low participation of villagers who also involved in other day-to-day subsistence activities; and iii) extended hours of individual training sessions due to communication gap between trainers and trainees.

Sustainability of the effects and impacts of the project intervention is somewhat questionable. The interest in processing seems to be diminishing due to the low productivity brought about by the poor tools and facilities for processing; the interest in planting is fading out due to the presence of alternative job opportunities that promise immediate, real financial gain; and developed management plan for community forest has not been adopted in the field nor replicated to other community forests.

The executing agency cannot provide the assistance needed by the communities due mainly to the limited state funds. The support that has been so far granted by the executing agency is confined only to distribution of seedlings of fruit trees and fast-growing tree species but interest in planting trees is weakening due to the uncertainty involved in the undertaking, unconformity of planting activity to the local communities' cultural value of "enter the forest, harvest products and sell for immediate income".

Lesson Learned

- The problems addressed by the Project was identified with the active participation of stakeholders, the process that was necessary for developing sense of belonging and ownership that supports its smooth implementation;
- The problem addressed was inadequately analyzed and resulted in unclear cause-effect relationship, weak vertical logic and weak project design. An adequate problem analysis is a prerequisite to defining a sound and relevant project design;
- Despite weaknesses of the project design, the Project had been smoothly implemented in accordance with its workplans and nearly achieved its intended objectives. The smooth implementation is attributable to the able project management team, competent PSC and supportive partners especially the local Forestry Administration, local government at different levels including village administrations, and consultants. Another key success factor of project implementation was the timely and sufficiently procured inputs of activities notably the disbursement of ITTO funds;
- One of the critical problems facing the Project operations was the large number of target villages that had to be regularly visited under the heavily damaged road network. The Project would have been managed more efficiently and achieved its objectives more effectively had the sites were reduced in number. To this end, an ex-ante evaluation could have been carried out prior to commencing the project operations; and

- There was a communication gap between the project staffs and ethnic people, the target of the project that had to be covered by interpreters. Employment of interpreters is an additional cost to the project that has to be taken into account during the project formulation stage.

Conclusions

- The project has been completed with all outputs almost fully delivered and its specific objectives nearly achieved; the tiny gap in achievement was caused primarily by the too large number of project sites to attend under poor accessibility;
- The problem addressed by the project was identified through adequate consultation with the main stakeholders that their support was satisfactorily accorded to the Project during its implementation;
- The project design was somewhat weak due to inadequate problem analysis; as the main causes and sub-causes of the problem addressed were not clearly identified, the project intervention was not fully relevant nor effective to solve the problems at hand;
- The project was implemented in full compliance to the project agreement and existing ITTO rules and procedures by obtaining the necessary no-objection letters to any critical decisions made and submitting the necessary documents to ITTO in accordance with the project agreement;
- Some 344 species of NTFP have been botanically identified, their herbaria made available, and relevant information on the species collected and documented with the Forestry Administration;
- The project duration had to be extended for one year without additional funds in order to complete all planned activities; particular activities had experienced delay or reduced in volume due mainly to the time consuming journeys between the sites and communication gap between the trainers and trainees;
- The project has trained local people on the necessary skills for harvesting, processing and planting of selected NTFP species as well as for marketing of processed products yet the skills acquired, have not been utilized productively due to cultural, technical and financial reasons;
- The trained villagers on planting of NTFPs are losing their interest in it owing to the uncertainty involved in the survival of plants, availability of alternative sources of income and reduced number of young people residing at the villages;
- Many of the trained villagers on rattan and bamboo processing are making use of the skills they learned from the project but at low productivity as well as profit margin

- brought about by the poor tools of production and inferior quality of products; and
- Model management plan of community forest for the sustainable NTFPs has been developed under the project in collaboration with the local community owning the rights to manage the forest but the plan is not operational yet nor replicated to other villages.

Recommendations

For the Forestry Administration/Executing Agency

- As share of NTFPs in income of households is significant in many provinces of Cambodia, it is strongly recommended to implement follow-up NTFP-related projects in these provinces taking into account the lessons learned from completed ITTO Project PD 275/04 Rev.3 (I);
- In developing a NTFPs project it is strongly recommended to concentrate on a few sites to facilitate intensive monitoring of operations and efficient allocation of resources to critical, relevant activities;
- The model management plan for sustainable utilization of Tum Or community forest including NTFPs that had been developed in collaboration with the local community and approved by the Forestry Administration needs to be implemented in the field and replicated to other community forests across the country;
- The processors of rattan and bamboo are striving to improve productivity and product quality in order to increase their income; these people are in need of financial assistance to purchase additional processing tools and facilities, and to maintain inventory of needed raw materials for which the Forestry Administration needs to appropriately play its role; and
- In order to sustain implementation of the critical activities initiated under the project, continued assistance to local communities after project completion is needed; to this end, there is a need to allocate needed resources to the extent possible.

For ITTO

- To ensure technical soundness of project design, adherence to existing manual on project formulation is to be observed by the Expert Panel;
- To continue supporting projects on NTFPs as this resource development is basically pro-poor, pro-job and pro-environment with relatively small capital requirement;

- To conduct intensive project monitoring to ensure full compliance of project operations to the project agreement as well as existing rules and procedures applying to ITTO projects; and
- To advise on adjustments to project intervention as need arises during the course of project operations based on the progress made in implementation.

1. Introduction

1.1. Background and rationale of the ex-post evaluation

The Committee on Economic Information and Market Intelligence and the Committee on Forest Industry, during their forty-fifth Session in November 2011 decided that an ex-post evaluation of ITTO Project PD 275/04 Rev.3 (I) be carried out to establish how well the Project served its purposes and to draw up recommendations for future action. 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 ex-post evaluation aims to provide an in-depth diagnosis of the Project in order to point out the successful and unsuccessful outcomes, the reasons for successes and failures, the contribution of the ITTO Project PD 275/04 Rev.3 (I) towards 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 275/04 Rev.3 (I)
Project title	:	Improvement of the sustainable management and utilization of non-timber forest products (NTFPs) in Cambodia
Host Government	:	Royal Government of Cambodia (RGC)
Executing Agency	:	Forestry Administration of the Ministry of Agriculture, Forestry and Fisheries (MAFF)
Budget	:	Total US\$ 588,412 ITTO US\$ 440,312 CIRAD of France US\$ 18,000 RGC US\$ 130,100
Duration	:	36 months, extended for 12 months without additional funds

1.3. Project context

The specific objectives of ITTO Project PD 275/04 Rev.3 (I) were to i) help reorganizing local management of NTFPs in its social and legal aspects, and ii) to improve NTFPs management and trading. Its development objective was to improve local livelihood by achieving sustainable management of NTFPs in its social, economic and legal aspects. The Project's objectives are consistent with ITTA 1994, ITTO Action Plans, and ITTA 2006 as outlined below:

ITTA 1994

Objective (c): to contribute to the process of sustainable development.

Objective (f): to promote and support research and development with a view to improving forest management and efficiency of wood utilization as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests.

Objective (j): to encourage members to support and develop 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.

ITTO Yokohama Action Plan

Action 5 of Goal 2 of ITTO Forest Industry: to the extent possible, given the Organization's primary focus on timber, develop, publish and disseminate techniques and technologies on product development for and the utilization efficiency of non-timber forest products.

ITTO Action Plan 2008-2011

Actions I and i under Expected Outcome 1 "increased production and further processing of tropical timber and other forest products from sustainably managed and legally harvested sources". Action I (by ITTO): develop, publish and disseminate techniques and technologies on product development for the efficient and sustainable utilization of non-timber forest products. Action i (by ITTO members): undertake pilot and demonstration projects based on the use of non-timber forest products harvested in tropical timber-producing forests and support the widespread uptake of these in parallel with timber production.

ITTA 2006

Objective (c): contributing to sustainable development and to poverty alleviation.

Objective (f): promoting and supporting research and development with a view to improving forest management and efficiency of wood utilization and the competitiveness of wood products relative to other materials, as well as increasing the capacity to conserve and enhance other forest values in timber producing tropical forests.

Objective (q): promoting better understanding of the contribution of non-timber forest products and environmental services to the sustainable management of tropical forests with the aim of enhancing the capacity of members to develop strategies to strengthen such contributions in the context of sustainable forest management, and cooperating with relevant institutions and processes to this end.

2. Evaluation Scope, Focus and Approach

2.1. Scope and focus

The primary purpose of the ex-post evaluation is to learn lessons from the Project and to draw conclusions for future projects. The ex-post evaluation should establish to which the results of the Project intervention, in terms of outputs, objectives, impacts and sustainability have been achieved and draw conclusions and recommendations for similar interventions in the future. Therefore, the evaluation is collection of information, the on-the-spot assessment and in-depth analysis of the performance and impact of the Project after its completion, with the intent to establish how well it served its purposes, its degree of effectiveness and efficiency, and its sustainability.

The evaluator is to assess all aspects of Project PD 275/04 Rev.3 (I), from its inception to its completion regarding administrative and financial matters, organizations, communication, consultation and cooperation. The specific terms of reference for the ex-post evaluation are presented in Appendix 1.

2.2. Approach of evaluation

This ex-post evaluation was carried out 24 months after project completion, signified by the submission date of the final financial audit report. The evaluation involved:

- A review of the project document, yearly plans of operation (YPOs), minutes of the Project Steering Committee (PSC) meetings, bi-annual progress reports, completion report, technical reports, financial reports and other available documents;
- An entry meeting with the representative of the Forestry Administration, the former Project Key Personnel, represented by the Project Coordinator and Project Supervisor to discuss on the various aspects of project implementation;
- Field visits to selected project sites, namely:
 - the rattan processing at Po Kroach and Po Loung villages in Mondulkiri province and Tum Or village in Kampong Thom province,
 - the bamboo processing at Kon Chung village in Kampong Chhnang province,
 - the nurseries and NTFP/tree plantations at Som Trochas village in Ratanakiri province and Po Rung village at Kampong Chhnang province; and
- An exit meeting with Deputy Director General of the Forestry Administration and former Project Key Personnel to briefly report and discuss on the general findings of the ex-post evaluation mission.

Appendix 2 shows the project sites and organizations visited as well as the people met during the ex-post evaluation mission. The discussions held with these people were organized in close consultation with the ITTO Manual for Project Monitoring, Review and Evaluation, third edition (2009).

The realized travel itinerary of the evaluation mission is shown in Appendix 3. The visits were well organized by the Executing Agency (EA) that all planned visits were realized except the one to tree planting site in Ratanakiri province which was cancelled due to prolonged heavy rain. The field visits undertaken were truly tiring and time consuming due to the great distance between the sites as evidenced by the visit itinerary shown in Appendix 3.

The key stages of the evaluation include:

- i) In depth analysis of the project design
 - The analysis was carried out with the former Project Key Personnel in order to demonstrate the weaknesses and strengths of the design; and
 - The project design was assessed using the ITTO Manual for project formulation, second edition, as the framework with special attention to the logical framework.

- ii) Assessment of project performance
 - Achieved outputs and objectives were assessed in light of the logical framework available in the project document and its revision; and
 - Impact and sustainability were evaluated through visits to selected project sites and through discussions with the chiefs and staffs of local offices of the Forestry Administration as well as the villagers involved in project implementation.

3. Project Facts

3.1. Origin

Cambodia is blessed with a relatively rich forest resource with an estimated area at 11.1 million hectares in 2002 or 61 % of the country's total land area. The forest provides a number of valuable non-timber forest products (NTFPs) including rattan, bamboo, resins, palms, fruits and medicinal plants. Since the banning of logging in early 2002, NTFPs have become increasingly important as the source of livelihood for local communities. Therefore, it was important for the Forestry Administration (FA) to better understand the potential role NTFPs could play in improving livelihood of the local communities whom are the most economically disadvantaged group in Cambodia.

Completed ITTO pre-project PPD 1/00 Rev.1 (I) revealed a number of problems and constraints facing the management and utilization of NTFPs in a sustainable manner; these included the low price received by local collectors, lack of infrastructure to transport NTFPs at lower cost, lack of information on market demand, lack of skills on processing, relatively large informal fees collected at the checkpoints during the transportation, depletion of NTFPs resource due to over exploitation, lack of planting and difficulties in obtaining legal permits for collection of NTFPs by local communities. Project PD 275/04 Rev.3 (I) was built on the aforementioned findings.

3.2. Development objective

As defined in the project proposal, the development objective of the Project was to improve local livelihood by achieving a sustainable management of non-timber resources in its social, economic and legal aspects.

3.3. The problem addressed

A dysfunction in the local management of NTFPs due to a lack of local capacity to manage and trade the resource in a sustainable way was observed. The lack of sustainable management of NTFPs resources due to deforestation and over-exploitation and weak of marketing capacity due to lack of information and access, were the main problems the Project dealt with.

3.4. Specific objectives and outputs

The specific objectives of the project were: a) to help reorganizing local management of NTFPs in its social and legal aspects, and b) to improve the NTFP management and trading by improving the management of the resource including through planting and processing.

The expected outputs, as defined in the project document, were:

- a.1) Training proposed to staffs of the executing agency to prepare them for the project implementation;
- a.2) Existing associations or groups of collectors improved through cooperatives to increase the local capacity in NTFPs management;
- a.3) Management plans of NTFPs proposed by local communities to local/national authorities according to the system of land tenure after discussions on system of authorization and of royalties;
- b.1) Small-scale re-introduction of valuable NTFPs made in collaboration with local communities to ensure sustainability of the resource; and
- b.2) Training proposed to local collectors to process NTFPs and improve their market value.

3.5. Starting date and duration

Based on ITTO records, the project officially commenced in July 2006, originally planned for 36 months. All planned activities were actually implemented in 48 months through ITTO approved extension without additional funding. Financial closure of the project was made by ITTO by end of September 2010 based on the final financial audit report submitted by the executing agency which was acceptable to ITTO.

3.6. Budget

<u>Source</u>	<u>Approved, USD</u>	<u>Actual, USD</u>
ITTO	440,312	440,312
RGC	130,100	130,100
CIRAD, France	18,000	18,000
Total	588,412	588,412

4. Findings and Lessons Learned

4.1. Findings

4.1.1 Project design and contribution to achievements

- Project identification was adequately accomplished under the completed ITTO pre-project. The problems facing the management and utilization of NTFPs were indentified in close consultation with the stakeholders representing local communities, forestry officers and NGOs. The key problems to be addressed by the project were singled out during the consultation and discussion workshop organized under the completed ITTO pre-project.
- However, the problems addressed were inadequately analyzed. Weaknesses of the project design can be outlined as follows:
 - The consequence (s) as well as main causes and sub-causes of the key problem addressed were not fully diagnosed and identified that the cause-effect relationship was improperly spelled out;
 - The vertical logic was somewhat weak and the project intervention was not fully relevant or effective for solving the problems at hand. Output 1.1 for instance was not the relevant intervention; it is a component of project operational management ; and
 - A more sound project design could have been developed and applied to achieve the project objectives more effectively. The alternative problem analysis and concomitant project elements are presented in Appendix 4.

Despite the weaknesses of the project design, however, it has greatly contributed to achievement of the intended project objectives.

4.1.2 Achievement of the outputs and specific objectives

- Output 1.1 “Training of Forestry Administration staff for project implementation”. This output had been achieved; as planned, 12 FA staffs were trained, 3 staffs in each province.
- Output 1.2 “Existing associations or groups of collectors improved through cooperatives”. Groups of collectors/processors/planters were established in place of cooperatives. In total, 18 groups of interest had been established comprising 10 groups of collector and planters, and 8 groups of processors. Initially, it was planned to establish 5-17 cooperatives.
- Output 1.3 “Management plans proposed by local communities to authorities consistent with the system of land tenure after discussions of trading permits and royalties”. Collection of samples and identification of NTFPs in four provinces comprising 344 species were completed; several discussions on trading permits

and royalties were organized and one management plan was developed and submitted to local FA authority and approved. Instead of developing four management plans of NTFPs as originally planned, only one management plan was developed which was for the Tum Or Community Forest in Kampong Thom province. As Output 1.1 and 1.2 were fully delivered while Output 1.3 was only partially delivered, it is reasonable to conclude that the first specific objective had been nearly achieved.

- Output 2.1 “Re-introduction of valuable NTFPs” had been delivered through full execution of 3 pertaining activities. The first activity conducted 4 surveys on the interest of collectors in planting of NTFPs; several discussions with villagers on selection of NTFPs were organized under the second activity, and; village leaders were trained on nursery development and planting techniques under the third activity. Therefore, this output had been fully delivered. In fact, more than two hectares of forest land in total had been planted with NTFPs which is slightly larger than the planned area.
- Output 2.2 “Local communities trained on the processing of NTFPs”. This output had been fully delivered through execution of 3 planned activities. The first activity conducted 4 surveys on NTFP market potential in four provinces; the second activity produced the detailed training program and; the third activity implemented the training program comprising two training sessions of two weeks per session. In total, 105 villagers were trained: 42 on the processing of rattan and bamboo and 63 on the trading and marketing of NTFP processed products. It is interesting to note that out of 105 training participants, 32 persons were women. With two pertinent outputs fully delivered, the second specific objective must also have been achieved.

As all planned outputs, five in total, had practically been delivered, the specific objectives of the project must have been nearly achieved noting the existing gap between planned and realized number of management plan developed. As the specific objectives had been achieved, they must have contributed to achieving the development objective which was “improved livelihood of local communities in the target areas”.

4.1.3 Relevance and impact of the project

Indeed, the Project was consistent with the ITTO’s mission and objectives as demonstrated in Section 1.3. The Project was also relevant to the RGC’s policies on forestry sector development. One of the RGC’s priorities was poverty alleviation. This was the reason why high priority was given to agricultural and rural development, as agriculture sector comprised about half of Cambodia’s GDP and employed 80 per cent

of the labor force. Since poverty alleviation is part of the forestry reform program, the government has carried out different rural development programs wherein NTFPs utilization is part of these programs, one of the main sources of income for poor rural populations.

Impacts of the project intervention have been assessed mainly through the discussions with target beneficiaries, namely local communities and Forestry Administration, and visits to selected project sites as outlined below:

Rattan processing

- Three groups of processors were visited at 3 different sites, namely Po Kroach and Po Loung villages in Monduliri province and Tum Or village in Kampong Thom province. Selected processors interviewed revealed the following facts:
 - ✓ The villagers in general were thankful for the training on rattan processing organized under the project. Some villagers have been using the skills acquired through the training in the production of different such rattan products as furnitures, e.g. tables, chairs, drawers, cupboards and handicrafts, e.g. hat, basket, etc.; yet some other villagers have not used their processing skills;



Low grades of rattan handicrafts produced by trained processors at Tum Or village for sale at local markets only

- ✓ The main problems facing the rattan processing at the three sites were similar to each other, which are: low productivity, poor design and quality, low selling price, and uncertain supply of raw material;
- ✓ The low productivity problem is attributable to inadequate tools and facilities of processing. For example, rattan splits that are needed for binding or engaging rattan parts and for weaving are produced manually using knife and bottle cap. In this manner, productivity is surely low, quality of the splits is inferior and waste is not small. Another example is on rattan cane curve shaping; it is performed manually that produces cane curves that are neither controllable nor uniform in

shape. The splitting and curving of rattan canes in this manner are truly time consuming;



The marking of rattan splits for weaving and for tying furniture parts manually does not facilitate efficient processing

- ✓ The problem on design is obviously related to the lack of experience and limited market information while the problem with quality is mostly relating to the poor tools, experience and craftsmanship;





The tools and facilities used by villagers in the production of rattan furnitures and handicraft do not promote efficient processing and high quality produce

- ✓ The low selling price experienced by the processors is the logical consequence of the poor design and quality, coupled with the presence of middleman and professional competitors; and
- ✓ The uncertain supply of rattan raw material, refers only to big-sized rattan, is due to the need to “import” from a distance; and unpredictable availability and delivery at fluctuating price of such rattan.
- The processors met expected to receive external assistance in the forms of processing tools and financial capital. The tools that are urgently needed are splitting and cane curving machines. These tools will enable processors to increase productivity and product quality simultaneously, reduce waste and enhance market competitiveness. Financial capital is needed for ensuring steady supply of big-sized rattan through timely purchase and inventory maintenance.



Upper grades of rattan handicrafts produced by company processors in Phnom Penh destined for urban and tourist buyers

- After the project completion, the rattan processors were left by themselves without any external assistance in follow-up actions. The visits to the project sites suggest that these newly trained processors are in need of assistance in making use of the skills they have acquired; these local people are in need of support to survive during

the transition period. If the Project were the processor' mother, it should have nurtured the babies for sometime. This needed nurturing is exactly what the Forestry Administration is not capable of doing.

Bamboo processing

- One trained processor at Kon Chung village in Kampong Chhnang province was interviewed; results of the interview are outline below:
 - ✓ She has been producing different bamboo products including furniture, drawer, bed, hunger, etc. utilizing the skills she learned from the project using the bamboo available at the village either self owned or bought from other villagers;
 - ✓ She has been exposed to a variety of product design and quality through her participation in several bamboo products exhibitions that took place in the provincial towns and in Phnom Penh organized by concerned government institutions;



Lower grades of bamboo furnitures produced by trained processors at Kon Chung village of Kampong Chhnang province for sale at local markets

- ✓ By selling processed bamboo products at reasonable price, she is now just able to support education and health care of her family;
- ✓ She has no problem in marketing of her products at profitable prices but is not able to meet the variety, quantity and quality of bamboo products demanded by markets;

- ✓ She is striving to increase the scale of operation, expand product lines, and improve the design and quality for which capital investment is urgently needed. The financial capital will be used to purchase additional machines and tools to increase productivity and quality as well as to enrich product design; and
- ✓ The meeting with the processor suggests that the interest in bamboo processing is sustainable and the skills acquired are useful for improving livelihood provided that extended assistance in terms of technical skills and financial capital is made available for the processors. In the absence of such assistance, the skills learned may not be meaningfully contributing to livelihood and the meager contribution to livelihood may eventually diminish the interest of villagers in bamboo processing.

Nursery development and tree planting

Two nurseries of rattan and fruit trees at Som Trochas village in Ratanakiri province and at Po Rung village at Kampong Chhnang province, respectively, were visited where a number of villagers were interviewed. The information obtained through the interviews is summarized below:

- Interest of local communities in NTFP and tree planting was identified during the community surveys deliberately designed and conducted for the purpose. It was found then that many villagers expressed their interest in nursery development to support planting initiatives;
- Villagers were trained on necessary nursery skills and on planting techniques using seedlings of rattan, bamboo and fruit trees that were obtained from local offices of Forestry Administration or from local growers;
- Indeed, rattan and tree planting had been carried out on selected sites especially on lands in or nearby the villages, but most of the young plants died of deficient handling, i.e. lack of watering, nurturing, etc.;
- It was evidenced from the visits that the nurseries established under the Project were not active any longer; the seedlings were few in terms of species and number and not well attended because most villagers are losing interest in planting of either NTFPs or fruit trees for a number of reasons including:
 - ✓ The presence of new economic activities, e.g. investment in manufacturing, rubber plantation, etc. that employ many young peoples at an attractive rate. Therefore, the number of trained villagers physically capable of carrying out the planting of NTFPs or trees in the field is declining,
 - ✓ The experience in planting rattan and fruit trees shows that this initiative is too risky for the villagers to undergo as many young plants may die after sometime thus provides no income to the planters,

- ✓ The long time period between planting and harvesting involves risk and uncertainty, something the villagers have not been accustomed to; the established cultural value is to enter the forest, cut, haul and sell the products thus provides immediate, real income; and
- Obviously, interest of the villagers in planting of NTFPs or fruit trees is weakening. To sustain the interest, villagers seem to require an extended technical assistance, say up to 1-2 years, to ensure proper nurturing of young plants thus their survival. High survival rate of plants may serve as an incentive for the villagers to continue involved in planting initiatives.



Un-tended nurseries of rattan and fruit trees at Som Trochas and Po Rung village of Ratanakiri and Kampong Chhnang provinces due to weakening interest in planting

Based on the information gathered through the field visits, impacts of the project intervention appear to be insignificant. While some processors still utilize the skills they learned from the project, it does not contribute noticeably to livelihood. The strong interest in planting of NTFPs and fruit trees recorded in the past is now weakening due to the changing environment. If the impact of project intervention is to be sustained, there is an urgent need for the government to accord extended technical as well as financial assistance for the villagers in order to continue utilizing the skills acquired from the project.

Discussions with Local FA chiefs and staffs

The information on impacts of the project furnished by selected local FA chiefs and staffs that are knowledgeable on the project activities is outlined below:

- Ethnic groups were the main target beneficiary of the project; they were poor people and highly dependent on forest resources as important source of income but these people were not easy to deal with in changing their lifestyle;
- These people like to get immediate benefit from any activity they perform; harvesting of NTFPs from nearby forests provides direct produce for immediate consumption or for sale. Their established value is to enter forest, cut and collect desired products, eat and/or sell. These people were interested in the training on NTFP processing only because yield of such activity is directly obtainable regardless of its quantity and quality;
- Planting of NTFPs such as rattan and bamboo and fruit trees is new to ethnic people. They know exactly that planted NTFPs and trees will take a long time to maturity when yields can be harvested and sold. Therefore, planting initiative is of low priority. It will require a long-term external assistance and supervision of these people in order to sustain their interest in planting; and
- To sustain the activity on planting that was initiated under the project, some local FAs have distributed limited quantity of seedlings of fruit trees, rattan and bamboo to local people, free of charge for them to plant; as regards the financial assistance needed by processors, limited government budget does not allow FA to provide such assistance.

4.1.4 Effectiveness of technology transfer

Training of target villagers was accomplished through a series of activities including: i) conduct of training need assessment, ii) formulation of training program, iii) development of training guidelines, iv) development of training action plans, v) carrying out training sessions, and vi) documentation and evaluation. For effectiveness of technology transfer, training had been carried out in four steps, namely: i) building concepts to the target communities on plantation, harvesting, processing and trade of NTFPs through study tours; ii) building the capacity through conduct of training sessions; iii) improving the necessary skills and techniques for planting and sustainable harvesting of target NTFPs; and iv) following-up actions in utilizing acquired skills.

The topics and species of NTFP selected for training of target people were based on the results of the training need assessment; therefore, they were different from one village to another depending on the economic requirements, resource

availability and local interest. Four sessions of study tour were organized to 16 destinations within 14 days. There were 84 participants of the tours exposed to different objects including bamboo processing for baskets, souvenirs, etc; rattan processing for furniture, souvenir, etc; rattan and bamboo plantations; weaving of wild leaves, rattan splits, etc.

In total, 6 training sessions on rattan and bamboo processing were conducted within 117 days with 34 villagers learning on the making of 16 different products. The obstacles in implementing the training program were on time constraint and communication gap. Full participation of the villagers in the training sessions was problematic as most of their time was devoted to making daily subsistence; communication gap occurred because the trainees and trainers speak in different languages: the former in ethnic dialects, the latter in Khmer. While the trainees and trainers may be able to talk a little to each other, in-depth understanding on the training subjects and aspects was ensured only through employment of translator.

In essence, the training program under the project had effectively transferred the skills on processing, trading, planting and harvesting of selected NTFP species because the program was built on findings of the training need assessment study. The obstacles in implementing the training program were mainly the limited time of the villagers to participate in the training sessions and the communication gap between the trainees and trainers.

4.1.5 Overall post-project situation

The prevailing situation after project completion can be summarized as follows:

- In the pre-project situation, NTFPs contributed significantly to households' income in Kampong Thom and Mondulkiri provinces with the average shares of 31% and 22%, respectively, with resin as the dominant product. In contrast, shares of NTFPs in households' income in Kampong Chhnang and Ratanakiri provinces were insignificant, primarily through collection and sales of rattan and bamboo products, mushroom and vegetables; and
- Contribution of NTFPs to household income is in fact declining in recent years for a number of reasons including:
 - Access of villagers to trees producing resin is getting limited as larger size of forest lands have been allocated for logging or economic land concessions;
 - Fewer villagers are involved in resin tapping activities due to the alternative job opportunities offered by investors in the neighborhood, especially in rubber plantations;

- Production and sales of bamboo and rattan processed products do not increase noticeable due to the problems on raw material supply, low productivity and unattractive selling price;
- While villagers had been trained on the planting, harvesting and processing techniques, the interest in planting is weakening due to the risk involved and the presence of alternative sources of income; harvesting of NTFPs has become less productive as distance is getting larger while processing of bamboo and rattan have not contributed meaningfully to livelihood of most processors for technical and financial reasons;
- Despite the formation of 18 groups of interest in the collection, planting and processing of NTFPs, existing middleman is too strong for the groups to disregard with due to its financial and bureaucratic network power; the villagers are highly dependent on the middleman to finance their operations and to obtain harvesting permits; and
- A community forest management plan model for the utilization of NTFPs had been developed under the Project; however, the model has not been adopted in the field or replicated to other forests due mainly to inability of local communities to execute the plan and the absence of technical assistance from the Forestry Administration.

It might be reasonable to conclude at this juncture that the present contribution of NTFPs to local livelihood is less significant compared to the pre-project situation. There is a need to increase the share of NTFPs in local livelihood as an incentive for local communities to protect the forests hosting NTFPs.

4.1.6 Unexpected effects and impacts

Most of the seedlings or materials planted by villagers (rattan, bamboo, trees) on yards inside the villages or lands around the villages died of deficient tending which is brought about by the diminishing interest in planting initiatives and declining number of villagers engaged in plantation establishment.

The share of NTFPs in household income is decreasing in recent years due mainly to limited access of villagers to resin producing trees on logging and economic concession lands, the non-promising income from processed rattan and bamboo products and conversion of forest lands to rubber plantations or social concession lands.

Two events on NTFPs titled “Multi-stakeholder workshop and dialogue on resin enterprise development in community forestry” in Kampong Thom and Mondulhiri

provinces, respectively, had been organized by the Forestry Administration with the support of both ITTO and Oxfam GB Cambodia. The objectives of the workshops were to share knowledge on NTFPs status especially resin, set the capacity building framework for community-based NTFPs enterprise development, facilitate prioritization and action planning on resin enterprise development and improve resin business planning. Relevant findings of the Project were also presented to the workshops and discussed; the workshops were useful as an effective means for disseminating results and findings of the project.

4.1.7 Effectiveness of the project implementation

Four yearly plans of operation (YPOs) had been developed and endorsed by ITTO as the guiding documents of project operations; eight bi-annual progress reports had been timely submitted to ITTO. Although individual reports covered different length of period, in total they covered the entire project duration. All deviations from the YPOs were reported to, reviewed and approved by the Project Steering Committee (PSC). A total of four PSC meetings were held from 2006 to 2010 to evaluate progress in implementation and resolve encountered operational problems. Minutes of the meetings were well documented and treated as the official project file. Internal monitoring of project operations was carried out by the Project Coordinator, Project Supervisor and staffs of the FA Cantonments in four provinces of the project sites.

The sanctioned ITTO funds were disbursed to the Executing Agency in six installments, made in accordance with the ITTO rules and procedures applying to ITTO projects. The financial auditing was carried out by an independent, registered auditor in accordance with the ITTO manual. The audit of financial statements was performed twice including the final one. The audit reports had been submitted to and duly accepted by ITTO without any unusual expenditure.

Employment of national and international experts was all made with the prior expressed approval of ITTO. The Project was originally planned for 36 months starting July 2006. A one-year extension was required to complete all planned activities, without additional funds. The extension had to be made due to the delay in completion of particular activities. The delay was caused primarily by the poor accessibility to the project sites due to heavily damaged roads, too many project sites to visit and problematic time availability of selected trainees. The Project had produced nine technical reports of which four reports were presented in English namely on training program, socio-economic study, market assessment and NTFP species identification. In addition, a completion report had also been timely submitted to and duly accepted by ITTO; these reports had been published and disseminated to relevant stakeholders.

As has been touched upon in the previous section, the problem analysis was inadequate leading to unclear cause-effect relationship, weak vertical logic and in turn a rather weak project intervention. Outputs and activities could have been defined better, correspond to the actual main-causes and sub-causes of the key problem addressed. In this manner defined intervention would be the relevant one and therefore effective in solving the problems and achieving the project activities. The alternative, a more relevant and effective project intervention is presented in Appendix 4.

In total, 15 target villages in four provinces had been selected as the target. Accessibility of these villages during the time of project implementation was very poor as most of the road network was heavily damaged. Then, it might take two days to reach Ratanakiri from Phnom Penh forcing project staffs to stay overnight on the road. The same distance can be reached by car in 5-6 hours at the present road condition. Therefore, the too many target villages selected, coupled with the poor accessibility and long travel distance, had made it impossible to achieve the project objectives effectively within the originally sanctioned time duration even under a sound project design.

Four distinct ethnic groups were selected as the target beneficiary, they were: Khmer, Cham, Phnorn and Charay. These ethnic people live in the target villages and are highly dependent on nearby forests for living. These groups of people speak different dialects and may not understand each other. The communication gap also occurred between these people with the project staffs and professionals. In training of the local people on technical skills, the trainers had to employ translators in order to facilitate a fruitful two way communication and comprehension of training materials. Obviously, the project intervention had been less efficiently executed due to the time consuming communication and extra cost of the interpreter. The project objectives could have been achieved more effectively in the absence of communication gap amongst the people involved in the execution of project activities.

4.1.8 Overall sustainability

There are several project elements that are conducive to sustaining project contribution to improving livelihood of local communities and strengthening the sustainable management of NTFPs at the target villages. Some of the more prominent elements are:

- The establishment of eighteen groups of villagers interested either in the collection, cultivation or processing of NTFPs that has provided a representative

structure for concentrating the economic interest and strengthening the market position of the villagers;

- The series of study tour undertaken under the Project has increased the level of understanding and broaden the horizon of idea among the participants which had strengthened the interest of the villagers in making NTFPs as a leading source of income for which some skills had to be learned;
- The continued occupation of several groups of villagers with the processing and marketing of rattan and bamboo products after project completion has preserved the skills that once has been acquired from the project and the centers for expansion of the activities initiated under the project; and
- The formulation of model NTFP management plan approved by the Forestry Administration has provided the means for the government to promote sustainable NTFP management through replication of the model to other villages throughout the country.

Sustainability of the Project is very much determined by the contribution of its effects and impacts on livelihood of the local communities, the intended beneficiaries; the larger the contribution, the more sustainable the project's effects and impacts. Another determining factor of sustainability that is also critical is the assistance granted by the government in nurturing, intensifying and expanding the interest of the villagers in the utilization and conservation of NTFP resources.

4.1.9 Overall success/failure of the project

Overall, the Project can be rated as nearly successful in delivering its planned outputs and achieving its intended objectives. At project completion: eighteen groups of villagers interested in sustainable use and management of NTFPs were formed in place of cooperatives which was intended to strengthen their bargaining power; model management plan had been formulated and approved by concerned authority; villagers had been trained on appropriate techniques for harvesting, planting and processing of selected NTFP species.

Aside from the above successful achievements, the project had also failed to meet its particular targets namely in the formulation of NTFP management plan which was realized only one out of four target plans; training of villagers had been accomplished only at five out of fifteen target villages; and the project had to be extended from 36 to 48 months in order to fully execute all planed activities.

Another concern is on the sustainability of the effects and impacts of the project intervention. Indeed, villagers of selected villages had been trained on the appropriate techniques for harvesting, planting, processing and marketing of selected NTFPs; and

groups of villagers, in place of cooperatives, had been formed for strengthening their bargaining position. While trained villagers still work on rattan and bamboo processing, they are facing with operational problems. Worse is on the planting aspect of NTFPs where the interest of trained villagers looks diminishing. Provided that the positive effects and impacts of the project are sustainable, the Project can be categorically stated as a successful undertaking. To this end, assistance of the government or external institutions is urgently needed.

4.1.10 The overall cost of the project

The sanctioned total amount of project budget was US \$ 588,412 comprising contributions of ITTO, CIRAD and RGC in the amount of US\$ 440,312, US\$ 18,000, and US\$ 130,100, respectively. The RGC's contribution was in the form of in kind comprising salary of personnel, costs of transport, cost of office space and facilities, etc.

The ITTO contribution was disbursed in six installments and was used up to pay for the inputs of activities in terms of project key personnel, national and international consultants, processing tools and facilities, operational vehicles, raw materials, printings, etc.. Employment of professionals and procurement of inputs to be paid with ITTO funds were made with the prior approval of ITTO. The sanctioned project budget was exhausted. In fact, contribution of the RGC had exceeded the initially committed amount due to the necessary extension of the project for one year. The extension was inevitable as several project activities were experienced delay in completion. This delay was caused primarily by the too many project sites that had to be attended under poor accessibility and procrastinated implementation of training sessions.

4.2 Lesson learned

- The problems addressed by the Project was identified with the active participation of stakeholders, the process that was necessary for developing sense of belonging and ownership that supports its smooth implementation;
- The problem addressed was inadequately analyzed and resulted in unclear cause-effect relationship, weak vertical logic and weak project design. An adequate problem analysis is a prerequisite to defining a sound and relevant project design;
- Despite weaknesses of project design, the Project had been smoothly implemented in accordance with its workplans and nearly achieved its intended objectives. The smooth implementation is attributable to the able project management team, competent PSC and supportive partners especially the local Forestry Administration,

local government at different levels including village administrations, and consultants. Another key success factor of project implementation was the timely and sufficiently procured inputs of activities notably the disbursement of ITTO funds;

- One of the critical problems facing the Project operations was the large number of target villages that had to be regularly visited under the heavily damaged road network. The Project would have been managed more efficiently and achieved its objectives more effectively had the sites were reduced in number. To this end, an ex-ante evaluation could have been carried out prior to commencing the project operations; and
- There was a communication gap between the project staffs and ethnic people, the target of the project that had to be covered by interpreters. Employment of interpreters is an additional cost to the project that has to be taken into account during the project formulation stage.

5. Conclusions and Recommendations

5.1 Conclusions

- The project has been completed with all outputs almost fully delivered and its specific objectives nearly achieved; the tiny gap in achievement was caused primarily by the too large number of project sites to attend under poor accessibility;
- The problem addressed by the project was identified through adequate consultation with the main stakeholders that their support was satisfactorily accorded to the Project during its implementation;
- The project design was somewhat weak due to inadequate problem analysis; as the main causes and sub-causes of the problem addressed were not clearly identified, the project intervention was not fully relevant nor effective to solve the problems at hand;
- The project was implemented in full compliance to the project agreement and existing ITTO rules and procedures by obtaining the necessary no-objection letters to any critical decisions made and submitting the necessary documents to ITTO in accordance with the project agreement;
- Some 344 species of NTFP have been botanically identified, their herbaria made available, and relevant information on the species collected and documented with the Forestry Administration;
- The project duration had to be extended for one year without additional funds in order to complete all planned activities; particular activities had experienced delay or reduced in volume due mainly to the time consuming journeys between the sites and communication gap between the trainers and trainees;
- The project has trained local people on the necessary skills for harvesting, processing and planting of selected NTFP species as well as for marketing of processed products yet the skills acquired, have not been utilized productively due to cultural, technical and financial reasons;
- The trained villagers on planting of NTFPs are losing their interest in it owing to the uncertainty involved in the survival of plants, availability of alternative sources of income and reduced number of young people residing at the villages;
- Many of the trained villagers on rattan and bamboo processing are making use of the skills they learned from the project but at low productivity as well as profit margin brought about by the poor tools of production and inferior quality of products; and
- Model management plan of community forest for the sustainable NTFPs has been developed under the project in collaboration with the local community owning the rights to manage the forest but the plan is not operational yet nor replicated to other villages.

5.2 Recommendations

For the Forestry Administration/Executing Agency

- As share of NTFPs in income of households is significant in many provinces of Cambodia, it is strongly recommended to implement follow-up NTFP-related projects in these provinces taking into account the lessons learned from completed ITTO Project PD 275/04 Rev.3 (I);
- In developing a NTFPs project it is strongly recommended to concentrate on a few sites to facilitate intensive monitoring of operations and efficient allocation of resources to critical, relevant activities;
- The model management plan for sustainable utilization of Tum Or community forest including NTFPs that had been developed in collaboration with the local community and approved by the Forestry Administration needs to be implemented in the field and replicated to other community forests across the country;
- The processors of rattan and bamboo are striving to improve productivity and product quality in order to increase their income; these people are in need of financial assistance to purchase additional processing tools and facilities, and to maintain inventory of needed raw materials for which the Forestry Administration needs to appropriately play its role; and
- In order to sustain implementation of the critical activities initiated under the project, continued assistance to local communities after project completion is needed; to this end, there is a need to allocate needed resources to the extent possible.

For ITTO

- To ensure technical soundness of project design, adherence to existing manual on project formulation is to be observed by the Expert Panel;
- To continue supporting projects on NTFPs as this resource development is basically pro-poor, pro-job and pro-environment with relatively small capital requirement;
- To conduct intensive project monitoring to ensure full compliance of project operations to the project agreement as well as existing rules and procedures applying to ITTO projects; and
- To advise on adjustments to project intervention as need arises during the course of project operations based on the progress made in implementation.

Appendix 1. The terms of reference

Terms of Reference for the Ex-Post Evaluation

PD 275/04 Rev.3 (I) “Improvement of Sustainable Management and Utilization of Non-Timber Forest Products (NTFPs) in Cambodia”

- i. To assess the project’s design and contribution to the achievement of the objectives.
- ii. To assess the achievement of the project’s outputs and specific objective.
- iii. To evaluate the impact and relevance of the project, detailing its impact on development and specific objective as stated in the Project Document.
- iv. To determine the effectiveness of technology transfer to target groups if applicable.
- v. To assess the overall post-project situation for the project, including the conditions of its intended direct or indirect beneficiaries.
- vi. To define and assess unexpected effects and impacts, either harmful or beneficial, and present the reasons for their occurrences.
- vii. To analyze and assess implementation efficiency, including the technical, financial and managerial aspects.
- viii. To assess the overall sustainability of the project after completion, and include appropriate recommendations to safeguard the continuing of its positive impacts, and enhance utilization of the technologies (if applicable) and other results developed by the project.
- ix. Taking into account the results of the evaluation, make an overall assessment of the project’s 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 future.
- x. To assess the overall cost of the project 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, third edition and the ITTO Manual on Standard Operating Procedures 2009.
- xii. To assess the project’s contribution to the relevant ITTA Objectives 1994 and 2006 and relevant ITTO Action Plan.
- xiii. To prepare an article, for possible publication in the ITTO Tropical Forest Update (TFU) magazine, in consultation with the editor, containing an overview of the project and summarizing the lessons learned from the evaluation work. Appropriate photographs should be provided.

Appendix 2. List of project sites and organizations visited, and persons interviewed

Date	Place	Name	Title
16 July 2012, Monday	Phnom Penh	Mr. Eang Savet	Director, FA Inspectorate of Mekong Region
		Mr. Ly Chou Beang	Chief of FA Cantonment, Pursat Province; former Project Coordinator
		Mr. Pal Semphatal	Deputy Director, Directorate of FA, Community Forestry; former Project Supervisor
17 July 2012, Tuesday	Tum Or village, Kampong Thom province	Mr. Nun Hak	Head of Tum Or Community Forest/Chief of Rattan Processors Association
		Mr. Phok Chan Tra	Chief of Tom Ring FA Triage, Kampong Thom province
18 July 2012, Wednesday	Po Loung village, Mondulkiri province	Mr. Long Poute	Coordinator of rattan processors
	Po Kroach village, Mondulkiri province	Mr. Khouet Youth	Coordinator of rattan processors
	Senmonorum District Mondulkiri province	Mr. Oum Sophak	Chief of Senmonorum FA Division
		Mr. Noth Onn	Chief of Senmonorum FA Triage
19 July 2012, Thursday	Som Trochas village, Ratanakiri province	Mr. Romah Eon	Coordinator of rattan NTFP cultivators
	Ratanakiri town, Ratanakiri province	Mr. Kourk Thoeun Mr. Kang Ny	Senior staffs of Ratanakiri FA Cantonment
23 July 2012, Monday	Kon Chung village, Kampong Chhnang province	Ms. Phin Chas	Bamboo processor
	Po Rung village, Kampong Chhnang province	Ms. El Somros	Nursery supervisor
24 July 2012, Tuesday	Phnom Penh	Mr. Sear Ra	Deputy Director General, Forestry Administration
		Mr. Eang Savet	Director, FA Inspectorate of Mekong Region
		Mr. Ly Chou Beang	FA Counterpart/former Project Coordinator
		Mr. Pal Semphatal	FA Counterpart/former Project Supervisor
25 July 2012, Wednesday	Phnom Penh	Mr. Sear Ra	Deputy Director General, Forestry Administration
		Mr. Ly Chou Beang	FA Counterpart/former Project Coordinator
		Mr. Loa Sethaphal	FA Counterpart

Appendix 3. Realized travel itinerary of the ITTO Consultant for the ex-post evaluation

Realized visit itinerary of Dr. Hiras Sidabutar for the Ex-post evaluation of ITTO Project PD275/04
Rev.3 (I) in Cambodia 15-26 July 2012

Day/date/Hour	Activity	Counterpart
Sunday, 15 July 2012	Arrived of Dr. Hiras sidabutar at Phnom Penh	Mr. Ly Chou Beang
Monday, 16 July 2012 Morning Afternoon	Met with FA Senior Officers to finalize field visit itinerary and discuss various aspects of the project implementation Departed Phnom Penh for Kampong thom province, App. 4 hours by road	Mr. Savet Eang Mr. Ly Chou Beang Mr. Lao Sethaphal Mr. Ly Chou Beang
Tuesday, 17 July 2012 Morning Afternoon	Met with rattan processors at Tum Or village of Kampong Thom - Departed Tum Or village for Kampong Cham town, app. 4 hours by road - Stayed overnight	Mr. Ly Chou Beang
Wednesday, 18 July 2012 Morning Afternoon	Departed Kampong Cham town for Monduliri province, app. 4.5 hours by road - visited Senmonorum FA Division Office - Met with Rattan processors at PO Krouch village - stay overnight	Mr. Lao Sethaphal Mr. Lao Sethaphal
Thursday, 19 July 2012 Morning Afternoon	- visited Senmonorum FA Office - Met with Rattan processors at PU LOung village - Visited tree plantation at Somthom village - Stay overnight	Mr. Lao Sethaphal Mr. Lao Sethaphal
Friday, 20 July 2012	Departed Monduliri province for Rattankiri province, app. 8,5 hours by road , stay overnight	Mr. Lao Sethaphal
Saturday, 21 July 2012 Morning	- Visited Rattankiri FA Cantonment Office - Visited Rattan nursery at Som Trokchas villge - Planned visit to tree plantations cancelled due to prolonged heavy rain - Departed Rattanakiri for Phnom Penh, app. 7 hours by road	Mr. Lao Sethaphal Mr. Lao Sethaphal
Sunday, 22 July 2012	In Phnom Penh	
Monday, 23 July 2012	- Departed Phnom Penh for Kampong Chhnang province, app 3 hours by road - Visited Bamboo processing activity at KonChung village - Visited tree nursery at O Rung village - Return to Phnom Penh, app. 3 hours by road	Mr. Ly Chou Beang
Tuesday, 24 July 2012 Morning	Individual deskwork to organize information Met with the counterparts to discuss on finding of the field trip and brief report for presentation to HE, Director General of Forestry Administration(DGFA)	Mr. Ly Chou Beang Mr. Lao Sethaphal
Wednesday, 25 July 2012	Met with DGFA to report on finding of the Ex-post evaluation Met with the Counterparts to discuss on report related matters	Mr. Ly Chou Beang Mr. Lao Sethaphal
Thursday, 26 July 2012	Departure of Dr. Hiras Sidabutar for Jakarta, Indonesia	Mr. Ly Chou Beang

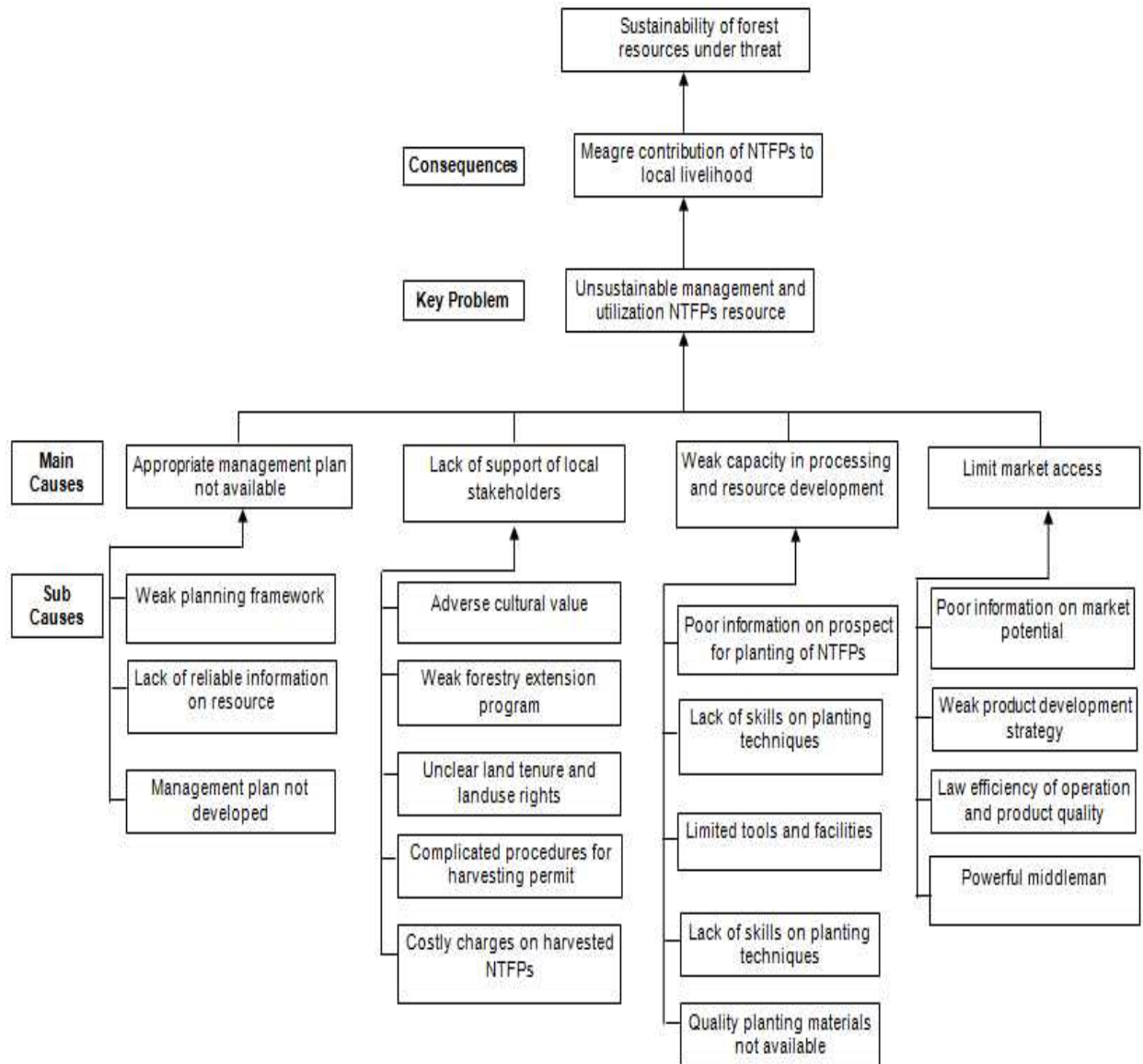
Phnom Penh, 25 July 2012
Prepared by the Counterpart



Mr. Ly Chou Beang
Chief of Pursat FA Cantonment/
Former Project Coordinator

Appendix 4. Alternative problem analysis and project elements

4a. Alternative problem analysis



4.b Alternative project elements

Development Objective : To increase contribution of NTFPs on local livelihood
Specific Objective : To enhance sustainable management and use of NTFPs

Outputs

1. Model NTFP management plan developed and pilot-tested
2. Support of local stakeholders on NTFPs sustainable management and use increased
3. Local capacity in NTFPs processing and resource development enhanced
4. Market competitiveness strengthened

Activities

Output 1

- 1.1. Conduct training of professionals on forest planning
- 1.2. Collect reliable data on NTFPs potential
- 1.3. Develop model management plan
- 1.4. Pilot-test the model

Output 2

- 2.1. Conduct dialogue with local stakeholders on SFM
- 2.2. Strengthen forestry program
- 2.3. Review existing policy on land tenure and forest use rights
- 2.4. Review existing procedures for NTFP harvesting permit
- 2.5. Review existing charges on NTFP products

Output 3

- 3.1. Conduct feasibility study on NTFP plantation development and disseminate the results to local stakeholders
- 3.2. Conduct training on processing techniques of selected NTFPs
- 3.3. Procure needed tools and facilities for processing
- 3.4. Conduct training on planting techniques for selected NTFPs
- 3.5. Establish model nursery and plantation of selected NTFPs for producing quality planting materials

Output 4

- 4.1. Establish and operate NTFP market information system
- 4.2. Develop practical guidelines for product development
- 4.3. Develop practical guidelines for efficient processing and quality control
- 4.4. Establish cooperatives of NTFP processors
- 4.5. Conduct regional workshop on enhancement of market competitiveness

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