

第5章 今後の方針

1) REX プロジェクトはこれまで様々な試みを行なってきたおり、多くの状況が明らかになりつつあると同時に活動の成果が見えだした時点である。中間評価の結果を基に活動の整理（特に森林経営情報分野 1-3：情報伝達システムを開発する、及び訓練・普及分野 3-1 と 3-3 の整理）と PDM の指標、活動計画におけるベンチマークの設定を行い、プロジェクト後半に従来同様の精力的な活動を効果的効率的に行えば、客観的に評価できる目標の達成が可能と考える。

2) 民有造林地実態調査により過去に実施された東北タイ地域における民有造林地事業の実態が明らかになりつつある。今回の調査で強い印象を受けたことはカウンターパートが対象地域の造林家（主として農民）に対して、非常に熱心に造林技術を伝えようとしている姿勢であった。その背景には過去に実施された国王在位 50 周年記念植林事業、農民造林普及（通称 3,000 パーツ補助）事業、キャッサバ耕作転換事業等が適切な樹種の選択、優良苗木の提供、造林技術指導を十分に行わなかったために当初の造林成果が得られていないという反省が窺える（上記各事業の造林実績データによるものではなくカウンターパートの説明やチーク造林地等を見ての印象であるが）。このプロジェクトは過去の造林（補助金）政策を補うもの、との意見も聞いた。

いずれにしてもプロジェクトの対象である民有造林地事業の実態を明らかにしつつ目標とする「小規模造林地における持続可能な森林経営技術を改良・普及可能な体制」を整える必要があるわけだが、民有造林地実態調査に際しては私有林部、共有林部等の保有するデータを活用する事、また併せてフェーズ I における造林地、ターゲットビレッジの状況を把握し現フェーズ事業の参考とする事が望ましいと考える。

3) このプロジェクトは地域住民による造林活動を活発に推進することを目的に実施されたフェーズ I の成果を認めた上で、住民が継続的に造林を実施するように民有造林地における森林経営のサイクル（植林、保育、収穫、マーケティング、再植林）を完成させる協力を求めたものである（プロジェクト事前調査報告書掲載の要請書参照。p.46-47）。例えば木材・林産物調査を実施しその結果を森林経営情報として提供することにより、造林家の最適の経営判断を支援できる。また同時に市場調査結果は住民にとってはユーカリよりキャッサバの方が利益となることを示す場合もあり得る（2000 年 3～7 月のプロジェクト調査ではユーカリの生産者販売価格は 1,000 パーツ/ライ、一方タイ農業経済局データではキャッサバの農家価格は 1,699 パーツ/ライ）。この場合は造林家が林地をキャッサバに転換させないための

政策対応を政府に迅速に求める必要があり、このような情報発信もプロジェクトの貴重な機能と考える。

4) 10月に施行される省庁再編、また地方分権化の推進の影響はただちには想定されないことをJICA事務所で聴取した。制度変更に係る情報収集に努めると共に、一つ一つプロジェクトの成果を積み上げておくことが如何なる外部条件の変更に対しても最も有効な対策と考える。

5) タイ政府および王室林野庁の本プロジェクトに対する取り組みと期待についてはカウンターパートの配置と各人の熱意、4R E Xセンターの体制（組織構成がプロジェクトの活動分野そのものになっている）、予算措置（2002年予算2,900万円）からその強さを認識した。またDTECは専門家秘書配置の予算を配賦しており、最終日の協議にも担当者が出席した。

6) フェーズI以来の苗畑部主導体制で他の部の関心が低いとの懸念が持たれていたが、今回の中間評価ではタイ側評価チームリーダーは新任の造林推進局長、メンバーに海外部、私有林部、森林研究所、計画部の職員が指名され、王室林野局あがての対応であった。また苗畑部長の異動もあり、苗畑部主導体制も薄れつつあると感じたが、5センターのチーフを核に各部門の連携を強めていく事が必要である。また日本人専門家の交替が一巡した時点であり、タイ側の新プロジェクトダイレクター（造林推進局長）も現地調査に同行しプロジェクトの実情を理解できた事は今後の活動にも有意義であったと考える。

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MINUTES OF THE JOINT EVALUATION
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE REFORESTATION AND EXTENSION PROJECT
IN THE NORTHEAST THAILAND PHASE II

The Japanese Mid-term Evaluation Team, organized by the Japan International Cooperation Agency (hereinafter referred as JICA) and headed by Mr. Shinji YOSHIURA, visiting the Kingdom of Thailand from July 28 to August 7, 2002 for the purpose of the mid-term evaluation by reviewing past overall progress of the Japanese Technical Cooperation for the Reforestation and Extension Project in the Northeast Thailand Phase II in the Kingdom of Thailand (hereinafter referred to as "the Project"). The mid-term evaluation was conducted jointly with the Thai Evaluation Team headed by Mr. Pairoaj PUNPUGDEE.

During its stay in the Kingdom of Thailand, a series of meeting with the Thai authorities concerned and a field survey were carried out.

As the result of meetings and survey, the mid-term joint evaluation team agreed to report to respective Governments in the joint evaluation meetings the matters referred to in the documents attached hereto.

Bangkok, August 7, 2002

吉浦伸二

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THE JOINT EVALUATION REPORT
ON
THE REFORESTATION AND EXTENSION PROJECT
IN THE NORTHEAST THAILAND PHASE II (REXII)

1. INTRODUCTION

The Reforestation and Extension Project in the Northeast Thailand Phase II (hereinafter referred to as “the Project”) has been implemented since December 13, 1999, based on the *Record of Discussions* (hereinafter referred to as “the R/D”) signed on September 6, 1999, between the Government of Japan and the Government of the Kingdom of Thailand.

According to the R/D, the Project Purpose is that the systems for the extension / improvement of the sustainable forest management techniques in small-scale plantation are established for residents in the Northeast of Thailand. Furthermore, the Overall Goal of the Project is that the sustainable forest management techniques are adopted in small-scale plantation in the Northeast Thailand.

In order to enhance the effective implementation of the Technical Cooperation, JICA has introduced a project management method called “PCM” (Project Cycle Management). This is a summary of the mid-term evaluation results undertaken in the third year of the project period based on the PCM method.

The mid-term evaluation was carried out by a joint evaluation team, consisting of a Japanese evaluation team and a Thai evaluation team. In the first step of the evaluation, the joint team assessed the degree and prospects of achievement of the project purpose and outputs based on the PDM and the Plan of Operations (PO) of the Project. In the next step, the team analyzed and evaluated the Project from the viewpoints of “relevance”, “effectiveness”, “efficiency” and “sustainability” in accordance with the PCM. And, the team made a set of recommendations to the Project in order to clarify the project outcome and measurement indicators for preparing final evaluation.

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2. MEMBERS OF THE JOINT EVALUATION TEAM

2.1 The Japanese Evaluation Team

(1) Mr. Shinji YOSHIURA / Leader

Director, Forestry and Environment Division, Forestry and Natural Environment Department, Japan International Cooperation Agency (JICA)

(2) Ms. Keiko NISHINO / Information and Extension

Executive Director, Global Link Management, Inc
(A member of consultation committee of this project)

(3) Mr. Yasuyuki KOMA / Forest Management

Forest Management Plan Supervisor, Planning Division, Forestry Agency, Ministry of Agriculture, Forestry and Fisheries

(4) Mr. Shin-ichi NOGUCHI / Planning Evaluation

Project Officer, Forestry and Environment Division, Forestry and Natural Environment Department, Japan International Cooperation Agency (JICA)

(5) Ms. Ayako NAMURA / Evaluation Analysis

Researcher, Consulting Department, IC Net Limited

2.2 The Thai Evaluation Team

(1) Mr. Pairoaj PUNPUGDEE / Leader

Director of Reforestation Office, Royal Forest Department (RFD)

(2) Mr. Somyos KIJKAR

Director of Foreign Forestry Affairs Division, Royal Forest Department (RFD)

(3) Mr. Boonnark KLEEBCHUMPEE

Director of Private Reforestation Division, Royal Forest Department (RFD)

(4) Mr. Tosporn VACHARANGKURA

Representative from Forest Research Office, Royal Forest Department (RFD)

(5) Ms. Sasitorn TIMUDOM

Representative from Planning Division, Royal Forest Department (RFD)

3. OBJECTIVES OF THE EVALUATION

Objectives of the evaluation of the Project at the midway of the cooperation term were as follows:

(1) To execute a comprehensive evaluation of the achievement in accordance with the original plan described in the R/D, the PDM and the PO.

(2) To make recommendations and suggestions concerning the activities and progress to be taken in the project toward the termination of the Project.

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4. METHODOLOGY OF EVALUATION

4.1 Evaluation Procedure

The joint evaluation team carried out a field survey at the project site and interviews with the Thai counterpart personnel and residents in the model areas as well as the Japanese long-term experts engaged in the Project.

The Team analyzed and evaluated the Project by means of Accomplishment Grid and Evaluation Grid from the viewpoints of evaluation criteria in accordance with the PCM. Finally, the Team made a set of recommendations and suggestions.

4.2 Items of the Evaluation

4.2.1 Accomplishment of the Project

Accomplishment of the Project in terms of Inputs, Activities and Outputs was assessed in comparison with the R/D, the PDM and the PO.

4.2.2 Analysis of Evaluation Criteria

- (1) Relevance: Relevance of the Project was considered from a viewpoint of the validity of the Project Purpose and Overall Goal in connection with the development policy of the Government of Kingdom of Thailand and needs of residents in Northeast of Thailand.
- (2) Effectiveness: Effectiveness was assessed by evaluating the current extent to what the Project has achieved Activities and Outputs, and the current degree of contribution of Outputs to achieving the Project Purpose.
- (3) Efficiency: Efficiency of the project implementation was analyzed focusing on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
- (4) Sustainability: Sustainability of the Project was focused on organizational, financial and technical aspects by examining the current extent to what the achievement of the Project is sustained or expanded.

5 RESULTS OF EVALUATION

5.1 Accomplishment of the Project

5.1.1 Inputs

- (1) Japanese Side
 - (a) Experts

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- i. Long-term experts: A total of eight (8) long-term experts have been dispatched in the fields of Chief Advisor / Forest Management Information, Forest Management Techniques, Training and Extension, and Coordinator.
 - ii. Short-term experts: A total of eleven (11) short-term experts have been dispatched. The fields of experts dispatched are as follows:
 - Project Planning, Market Survey, Social and Economic Survey I, Farmer's group survey, Silviculture, Extension Network, Breeding Techniques, Market Survey, Social and Economic Survey II, Audio-Visual Techniques and Forest Yield Prediction Table -
- (b) Provision of machinery and equipment
The machinery and equipment worth approximately 48 million Japanese yen (15,750,231 baht) in total have been provided.
- (c) Counterpart training in Japan
Seven (7) persons of the counterpart personnel have been trained in Japan in the fields of Forest Management.
- (d) Others
For the effective and smooth implementation of the Project, a total amount of 25 million Japanese yen (8,692,946 baht) for local cost and 10 million Japanese yen (3,261,000 baht) for the construction of the new building of training and extension has been provided.
- (2) Thai Side
- (a) Appointment of counterpart personnel
Thirty-five (35) persons have been appointed as the counterpart personnel.
 - (b) Provision of land, buildings and facilities
Land, building and office spaces have been provided.
 - (c) Allocation of budget
Between December 1999 and September 2002, Royal Forest Department allocated 22,060,079 baht (TFY2000: 4,431,529 baht, TFY2001: 8,229,920 baht, TFY2002: 9,398,630 baht) to the Project, and Department of Technical and

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Economic Cooperation (DTEC) allocated 1,687,487 baht (TFY2000: 450,170 baht, TFY2001: 689,045 baht, TFY2002: 539,272 baht).

5.1.2 Activities

Activities consist of the following fourteen (14) fields as shown in the PDM. The activities completed and ongoing at the time of evaluation are summarized as follows:

Activities	Results
1.1 Collection and analysis of the forest information and data	All surveys except the Impact survey were conducted as planned and data has been updated as necessary. It was observed that the data interpretation skills among center staff need to be strengthened.
1.2 Building up database management system	Accumulated data has been stored in the standalone computer using Excel or Access at each center and data is shared either by reports or CDs. REX information center was established at RFD Bangkok. Exchange of data by E-mail is possible among the centers except center 3. A standardized and user-friendly data base program has been developed by center 4 but not yet introduced to other centers.
1.3 Development of information delivering system	Forest Information network has been established according to the local settings and continues to grow as demanded. It was planned to produce quarterly Newsletters but reduced to 3 times per year due to resource constraints. Technical leaflets and brochures produced by other sections are distributed through the information network. REX Homepage was opened and received many access from different individuals and organizations.
2.1 Improvement of nursery techniques	Scion Gardens of <i>Eucalyptus spp.</i> were set up in all 4 centers as planned. Through selecting plus trees of <i>Peterocarpus macrocarpus</i> etc., know-how of selection is accumulated, and it will be expected to apply in selecting other species. Greenhouses were installed in Center 1 and Center 4, and they will be installed in Center 2 and Center 3 as well with more improved manner. Regarding the cuttings production, basic techniques have been transferred to the C/Ps and it is desirable that the techniques are to be modified and utilized in each center.
2.2 Improvement of reforestation techniques	Reforestation experiments were conducted as scheduled and Technical Papers are produced. The reforestation techniques are recorded and utilized as basic data for the technical handbook.
2.3 Improvement of the method for forest products utilization	Exhibition corners of wood products were established at all centers and Pamphlets of the same were printed. Charcoal kiln was built for REX 2 and efficiency in making charcoal has been investigated. Furthermore, the further introduction of small sawmill machinery and wood working machinery to the Project will promote effective small log utilization. These activities could contribute to make farmers understand necessity of forest management plan. It is proper to increase the diversity of wood use.
2.4 Improvement of existing demonstration forests	Demonstration forests established in REX 1 are still in use as demonstration areas by Thai side.

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2.5 Drawing up handbook for forest management	Some important techniques were summarized into the first edition of Technical Handbook. This book should be revised so as to contain whole aspects of forest management from planting to marketing, available data from ongoing experiments, and to be written in Thai language.
3.1 Establishment of extension model areas	Currently 4 model areas have been established and one additional model area will be set up under Center 3. 4 different types of Forest farmer groups were organized. In the model areas, a total of 7 model farmers were appointed for extension activities.
3.2 Development of training on forest management	3 to 5 training courses are implemented at each center according to the annual plan. The Agroforestry system course is organized for TAO committees and community leaders, and Sustainable Forest management course is mainly for the people in the model areas. Training curricula is reviewed and modified to meet the requirements of trainees. Overall implementation is smooth without a major problem.
3.3 Development of extension techniques of forest management	Various extension activities have been tried out in the model areas. However since no clear indicators were set for each activity, thus it is difficult to assess its achievement level.
3.4 Tree planting promotion in target area	Distribution of 4,600,000 seedlings was promoted to 320 target villages including knowledge of planting techniques dissemination.
4.1 Monitoring of project activities on a regular basis	Monitoring system was set up by JCC. Actual monitoring activity has been carried out twice a year as planned.
4.2 Picking up useful information in order to improve each project activities	The summary report on monitoring results were submitted to JCC and shared among concerned personnel.

5.1.3 Outputs

Each evaluation for output is shown in attached Accomplishment Grid. And results of output are as follows:

- (1) Output 1: Forest Management Information is accumulated at the Royal Forest Department:

Good amount of primary and secondary data has been accumulated, however, the current data utilization is restricted to the printed copies. In order to establish a REX database system, outside resources need to be utilized to present the best solution for the project by linking available data sources. The computer facilities need to be upgraded for all REX centers and the Bangkok information center. After introduction of a standardized database program, the function of the REX information center must be clarified.

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- (2) Output 2: Sustainable forest management techniques in small-scale plantation are improved:

Almost all activities have been carried out according to the schedule. Forest management techniques for the farmers have been improved. Outputs will be accomplished through conducting experiments according to the plan.

- (3) Output 3: Information and techniques on the forest management are introduced to the residents through the Royal Forest Department and its network activities:

According to the field survey during this evaluation mission, it was confirmed that information and techniques on the forest management are being introduced to the farmers of the model areas, especially among the Forest farmer groups. The members are generally satisfied with the services provided by REX project. The remaining years needs to be spent to extend the service to wider stakeholders of the model areas and to select comparatively effective extension techniques for different socio-economic environmental settings.

- (4) Output 4: Monitoring results is well utilized for the improvement of project activities:

The results of monitoring are given to each activity. All activities are properly monitored. However, the monitoring on outputs and project purpose levels needs to be carried out after clarification of each indicator.

5.2 Relevance

5.2.1 Relevance of the Project for Thai government's policy

The Project's overall goal and project purpose have consistency with the government's national forest policy established in 1985 which set the target to increase forest area to 40% of the national land. The community forest is also encouraged in the 9th National Economic and Social Development Plan (2002-2006) to achieve this goal. However, only starting plantation is not enough to increase in forest area since forest management involves several related operations and practices including tending, protection, harvesting, marketing and wood utilization. The project covers these important points for forest management and contributes to

improving planters' ability after plantation.

5.2.2 Relevance of the Project for the target group

The Project is relevant for the target group, and the residents of Northeast Thailand. The results of the private plantation survey conducted by the Project reveal that the planters in the target area of the Project are motivated toward planting expecting income generation from plantation in the target area. Most of them, however, are not successful in forest management, due to the lack of knowledge and experience in forest management, from planting, tending, and harvesting to replanting. The survey also identifies their needs of information and techniques for useful forest management. Therefore it is recognized that this Project meets the needs of its target group.

It should be noted that at the planning stage, the target group was identified as the residents of the Northeast Thailand. Since this was very large in size to cover for the five-year project, target group was planned to specify based on the baseline survey to be conducted in the Project. This careful process was relevant to identify the appropriate target group for the Project.

5.2.3 Relevance of project planning

It is evaluated that the process including time allocation of project planning was appropriate. The personnel concerned were also participated in project planning. Moreover, the PCM workshop was held after three months and made clear the difference of the objectives and the contents between REX I and REX II. On the other hand, there is an opinion that it should have been held before project started.

5.3 Effectiveness

All activities have been implemented on schedule following PO and APO. However, most of the indicators set up in PDM are not clearly defined to measure the achievement of outputs and project purpose, and the benchmarks to check the project progress are not specified. This makes it difficult to assess the current level of project accomplishment and the contribution of four outputs toward project purpose.

It is certain that the level of the project progress is very high and the planters show their appreciation of project activities according to the field survey the evaluation team conducted. Therefore, when project purpose and outputs are shared among the

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project team with clearer indicators, it is expected that the Project will be able to achieve its goal, "to establish the systems for extension/improvement of sustainable forest management techniques in small-scale plantation.

The following points are recognized as the promoting factors for project advancement.

- Good collaboration between Japanese and Thai sides at implementation level.
- All activities are managed based on PO and APO together with ability of Thai project members.
- Each chief of center has high management ability and supports Thai Counterparts.
- Good coordination among project teams such as among Japanese Experts and Thai C/P, among sections at centers, and among sections across centers.
- Support from RFD in terms of manpower and budget.

Currently hampering factors affecting project activities are not recognized. However it seems that the definition of each output and the project purpose stated in the PDM is not clearly shared among the project team. This may affect future progress and achievement toward the project goal.

5.4 Efficiency

Overall efficiency of the Project is high and inputs have promoted the smooth implementation.

5.4.1 Japanese Side

(1) Dispatch of experts

Long-term experts in the fields of Chief Advisor, Forest Management Information, Forest Management Techniques, Training & Extension, and Coordinator have been dispatched on schedule. Totally eleven (11) short-term experts were dispatched as almost scheduled. There were a few problems¹ in regard to the timing of dispatching

¹ One case is that the timing of Silviculture experts was dispatched before the farmer's group was formed, and counterparts could not learn the techniques on thinning and pruning from this expert. Moreover, recruiting short-term experts, especially those who were proficient in Thai in the field of field survey or

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experts but these have not influenced the project progress much. It should be paid attention not to cause the serious problems to affect project implementation in order to pursue further smooth implementation for the remaining years.

It is assessed that the amount and the expertise of Japanese experts are appropriate. It may be reconsidered to assign one expert or another human resource for forest management information position since the Chief Advisor holds this additional position. To date, this has not affected the project implementation, but additional manpower may be necessary to encourage more progress in database management covering hardware and software in the information section at all four centers, and to support the Chief Advisor.

In some cases, the final reports of the experts were not submitted to Thai counterparts, which cause counterparts and other Japanese experts to spend extra time to collect information again on the activities conducted by those experts.

(2) Provision of equipment and machinery

The delivery timing, the quality and the quantity of the equipment were appropriate in general. The needs assessment for equipment has been conducted between Japanese and Thai sides prior to the official request to JICA, which results in high satisfaction level among counterparts for equipment. Most of equipment is fully utilized for the project implementation. In the first period of project implementation, there was lead-time for supply, which caused the specification of equipment to become obsolete at its arrival. Especially the delay of equipment for technique section affected to miss the right timing to utilize it. Since Japanese experts are aware of the importance of delivery timing of equipment, they have put more efforts to solve this problem for the smooth implementation.

(3) Counterpart training in Japan

It is evaluated that the contents of training in Japan is very effective for counterpart personnel and increase their motivation and confidence. Those who attended training in Japan gave the presentation upon their return to Thailand and shared their experience with other staff members. Also they have applied knowledge acquired through training to their works. According to the interview with Counterpart

community development is very limited in number.

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personnel, the training in Japan is very effective to learn the management style of forest cooperatives, especially budget management and forest management. To date, seven counterparts attended training in Japan but four were already transferred to other posts.

5.4.2 Thai side

(1) Land, building, office spaces for experts

All facilities, such as land, building, and office space for experts were provided as scheduled and appropriately. Thirty-five (35) counterparts were assigned to the Project timely. The number of assigned counterparts is also appropriate. REX information center was established in 2000 with one official chief. Local cost disbursed by the Thai side was fully allocated to the project activities. Thai side has put a lot of efforts to secure budget for the Project. All these factors have contributed to smooth implementation and it is expected to maintain this effect of efficiency at high level.

5.4.3 Project Management

The management system of the Project was appropriate and supportive for smooth project implementation. JCC was held once a year as planned and functioned well as decision-making body.

5.5 Sustainability

5.5.1 Institutional Aspects

The RFD is likely to support REX Centers in order to promote the private reforestation aiming to achieve the increase in forestry area in Thailand after the cooperation ended. The RFD emphasizes this Project, being very much aware of importance of forest management along with plantation. The administrative system in RFD including REX Centers is well organized to date. In October 2002, the restructuring of government ministries and agencies is put into practice, and at this moment, it is predicted not to affect the project activities.

The effect of the project started to be observed and it is expected to promote its effect more by achieving the project purpose in the remaining years. As for the maintenance of equipment, most of them are procured in Thailand and will be able to receive maintenance services in Thailand.

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5.5.2 Financial Aspects

Currently, it is not possible to predict whether the financial resources are secured for the future activities after the cooperation finishes. Because the control of the RFD, under Agricultural and Cooperative Ministry will be transferred to a new Ministry, Natural Resource and Environment Ministry in the reorganization currently undertaken.

5.5.3. Technical Aspects

Technical sustainability is, at this moment, likely to sustain in REX centers after the cooperation finishes. The chief of each section at all four centers puts a lot of efforts to share the knowledge, skills and experience with their colleagues in the section. Moreover the Project is accumulating the forest management information by the use of personal computers, aiming to accumulating institutional knowledge rather than individual property. The REX centers are planning to disseminate the project effects to other centers and promote the reforestation in Thailand. However this should be along with the appropriate budget allocation for the future.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

From results of project accomplishment and analysis of evaluation criteria, conclusions are derived as follows;

1) In general, all activities have been implemented according to the Plan of Operations and have started to bear visible results. Both Thai counterparts including 4 REX centers and Bangkok REX Information Center and Japanese experts are working in good collaboration.

2) After the socio-economic survey of the target areas, the target group of the Project has become clearer and thereafter the activities have become focused on the target group.

The Joint Evaluation team and the Project agreed that the target group of this project was defined as follows;

Forest management information:

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Members of information network and mass people

Forest management techniques:

Tree planters with 2 to 50 rais of plantation area

Training and Extension on forest management:

Tree planters of the model areas

Target group of the Project:

Tree planters in the Northeast Thailand

3) The team pointed out the necessity of setting up indicators to measure the achievement of outputs and the project purpose precisely. The team and the Project had the workshop for discussing how the project purpose would be assessed. It is concluded that the Project will further deepen the understanding of results of the workshop, share the common image of the Project purpose among people concerned and set up indicators mentioned above.

6.2 Recommendations

The following recommendations are made for smooth implementation and efficient management of the Project;

1) The Project must set up objectively verifiable indicators for all activities, outputs, project purpose, and overall goal based on the results of the workshop held on August 6, 2002 (Annex 3). Those objectively verifiable indicators must be presented and discussed in the next JCC meeting.

2) For the clearer explanation for the third parties, it is recommended to the Project to prepare a written summary table highlighting major activities of four REX centers and Bangkok Information Center.

3) Accumulated primary and secondary data on forest management needs to be utilized in digital form. For this purpose, a standardized data management system among 4 centers is required to establish and link to other sources. For establishing the system, procurement of outside resources and upgrading computer facilities of all centers are recommended.

4) Information and techniques on forest management are expected to be diffused to wider range of the people of the model areas and those extension activities need to

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become more effective in terms of both time and cost considering future expansion of those activities.

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Accomplishment Grid

(This Grid was prepared by Japanese Evaluation Team)

AG 1/5 (ANNEX 1)

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Category	Contents	Source of Information	Indicators	Evaluation	Grade
Activities	1-1. Collection and analysis of the forest management information and data	APO, JCC minutes, Interview, Observation	Survey reports on - Socio-economic survey - Marketing survey - Needs survey of target (Private plantation survey) - Project impact survey (Private plantation survey) Types of forest management settled	All surveys except the Impact survey were conducted as planned and data has been updated as necessary. It was observed that the data interpretation skills among center staff need to be strengthened.	A
	1-2. Building up database management systems	APO, JCC minutes, Interview, Observation	Database system were designed and settled in five centers Data & Maintenance records exist	Accumulated data has been stored in the standalone computer using Excel or Access at each center and data is shared either by reports or CDs. REX information center was established at RFD Bangkok. Exchange of data by E-mail is possible among the centers except center 3. A standardized and user-friendly data base program has been developed by center 4 but not yet introduced to other centers.	A
	1-3. Development of information delivering systems	APO, JCC minutes, Interview, Observation	The channels for information exchange were established. - Network (set up by information section) - Newsletters - Information corner - Homepage - Technical Leaflets - Public Relations	Forest Information network has been established according to the local settings and continues to grow as demanded. It was planned to produce quarterly Newsletters but reduced to 3 times per year due to resource constraints. Technical leaflets and brochures produced by other sections are distributed through the information network. REX Homepage was opened and received many access from different individuals and organizations.	A
	2-1. Improvement of nursery techniques	APO, JCC minutes, Interview, Observation	Technical papers are produced.	Scion Gardens of Eucalyptus spp. were set up in all 4 centers as planned. Through selecting plus trees of <i>Peterocarpus macrocarpus</i> etc., know-how of selection is accumulated, and it will be expected to apply in selecting other species. Greenhouses were installed in Center 1 and Center 4, and they will be installed in Center 2 and Center 3 as well with more improved manner. Regarding the cuttings production, basic techniques have been transferred to the C/Ps and it is desirable that the techniques are to be modified and utilized in each center.	A

"Grade" is defined as follows:

Progress of project implementation is: "A= shown as scheduled", "B= delayed and this is affecting the project progress" and "C= very delayed and this is affecting the project progress greatly"

Accomplishment Grid

(This Grid was prepared by Japanese Evaluation Team)

AG 2/5 (ANNEX 1)

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P. Purnasudha

Category	Contents	Source of Information	Indicators	Evaluation	Grade
	2-2. Improvement of reforestation techniques	APO, JCC minutes, Interview, Observation	Technical papers are produced.	Reforestation experiments were conducted as scheduled and Technical Papers are produced. The reforestation techniques are recorded and utilized as basic data for the technical handbook.	A
	2-3. Improvement of the method for forest production utilization	APO, JCC minutes, Interview, Observation	Pamphlets are created (1-3) Training & Extension materials are produced.	Exhibition corners of wood products were established at all centers and Pamphlets of the same were printed. Charcoal kiln was built for REX 2 and efficiency in making charcoal has been investigated. Furthermore, the further introduction of small sawmill machinery and wood working machinery to the Project will promote effective small log utilization. These activities could contribute to make farmers understand necessity of forest management plan. It is proper to increase the diversity of wood use.	A-
	2-4. Improvement of existing demonstration forests	APO, JCC minutes, Interview, Observation	The number of the existing demonstration forests improved.(The number of the people visited)	Demonstration forests established in REX I are still in use as demonstration area by Thai side.	A
	2-5. Drawing up handbook for forest management	APO, JCC minutes, Interview, Observation	Handbook for forest management is produced.	Some important techniques were summarized into the first edition of Technical Handbook. This book should be revised so as to contain whole aspects of forest management from planting to marketing, available data from ongoing experiments, and to be written in Thai language.	A-
	3-1. Establishment of extension model area	APO, JCC minutes, Interview, field survey	The number of extension model area established.	Currently 4 model areas have been established and one additional model area will be set up under Center 3. 4 different types of Forest farmer groups were organized. In the model areas, a total of 7 model farmers were appointed for extension activities.	A-

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Accomplishment Grid

(This Grid was prepared by Japanese Evaluation Team)

AG 3/5 (ANNEX 1)

Category	Contents	Source of Information	Indicators	Evaluation	Grade
54 70 p.purposeful	3-2. Development of training on forest management	APO, JCC minutes, Interview, field survey	Trainings on forest management are organized.	3 to 5 training courses are implemented at each center according to the annual plan. The Agroforestry system course is organized for TAO committees and community leaders, and Sustainable Forest management course is mainly for the people in the model areas. Training curricula is reviewed and modified to meet the requirements of trainees. Overall implementation is smooth without a major problem.	A
	3-3. Development of extension techniques on forest mangement	APO, JCC minutes, Interview, field survey	Extension guidebook is produced. Evaluation reports	Various extension activities have been tried out in the model areas. However since no clear indicators were set for each activity, thus it is difficult to assess its achievement level.	A-
	3-4. Tree planting promotion in target area	APO, JCC minutes, Interview, field survey	The number of seedlings and plantation areas	Distribution of 4,600,000 seedlings was promoted to 320 target villages including knowledge of planting techniques dissemination.	A
	4-1. Monitoring of project activities on a regular basis	JCC Reports, C/C, C/P, I/E	Monitoring system is defined. Monitoring reports exist. The frequency of monitoring	Monitoring system was set up by JCC. Actual monitoring activity has been carried out twice a year as planned.	A
	4-2. Picking up useful information in order to improve each project activity	JCC Reports, C/C, C/P, I/E	Reports or presentation records exist.	The summary report on monitoring results were submitted to JCC and shared among concerned personnel.	A

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Accomplishment Grid

(This Grid was prepared by Japanese Evaluation Team)

AG 4/5 (ANNEX 1)

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Category	Contents	Source of Information	Indicators	Evaluation	Grade
Outputs	Forest management information is accumulated at RFD.	Documents, RFD, C/C, C/P, J/E	1) Effective usage of data (List of agency for data inquiring) 2) Frequency of up-data and quality of information	Good amount of primary and secondary data has been accumulated, however, the current data utilization is restricted to the printed copies. In order to establish a REX database system, outside resources need to be utilized to present the best solution for the project by linking available data sources. The computer facilities need to be upgraded for all REX centers and the Bangkok information center. After introduction of a standardized database program, the function of the REX information center must be clarified.	A
	Sustainable forest management techniques in small-scale plantation are improved.	Achievement Chart, documents, RFD, C/C, C/P, J/E	1) Recognition & application of new techniques by farmers 2) Formation of demonstration forests by using new techniques	Almost all activities have been carried out according to the schedule. Forest management techniques for the farmers have been improved. Outputs will be accomplished through conducting experiments according to the plan.	A
	Information and techniques on the forest management are introduced to the residents through the RFD and its network activities.	Field survey, Documents, RFD, C/C, C/P, J/E	1) Satisfaction of farmers (to what extent the training met farmer's needs) 2) Number of new training conducted and variety of training participation 3) Increase of extension activity focused on forest management 4) Farmers know the project 5) Increase of tree planting	According to the field survey during this evaluation mission, it was confirmed that information and techniques on the forest management are being introduced to the farmers of the model areas, especially among the Forest farmer groups. The members are generally satisfied with the services provided by REX project. The remaining years needs to be spent to extend the service to wider stakeholders of the model areas and to select comparatively effective extension techniques for different socio-economic environmental settings.	A-
	Monitoring results is well utilized for the improvement of project activities.	Documents, RFD, C/C, C/P, J/E	1) Improvement of each activity in regular basis 2) Information, techniques, and training & extension are mutually exchanged and feedback among each center.	The results of monitoring are given to each activity. All activities are properly monitored. However, the monitoring on outputs and project purpose levels needs to be carried out after clarification of each indicator.	A-

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Accomplishment Grid

(This Grid was prepared by Japanese Evaluation Team)

AG 5/5 (ANNEX 1)

Category	Contents	Source of Information	Indicators	Evaluation	Grade
The Project Purpose	<p>Systems for the extension/improvement of the sustainable forest</p> <p>1. management techniques in small-scale plantation are established in the project area.</p>	<p>Achievement Chart, documents. RFD.C/C.C /P. J/E</p>	<p>1) Information, techniques and training & extension on forest management are mutually exchanged and feedback among centers.</p> <p>2) Technical improvement and know-how on forest management by project staff</p> <p>3) Frequency and number of delivery on forest management from the project.</p>	<p>Various activities at all centers have been carried out following PO and APO. The systematization of the project activities and outputs will ensure the achievement of project goal until the cooperation is finished.</p>	A-

* Abbreviation

- "RFD"=Royal Forest Department
- "C/C"=Chief of Reforestation and Extension Center
- "C/P" = counter part
- "J/E" = Japanese expert

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"Grade" is defined as follows:

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators	Source of Information	Method	Evaluation	Grade	
Relevance	1. Relevance of the Project for Thai government's national policy	RFD, C/C, J/E Policy papers	To ask as to whether the project is still meaningful along with the current national policy.	According to the interview with RFD and C/C, and documents such as national forest policy, the overall goal and project purpose of the project still have consistency with the Government national policy, in which it puts emphasis on increase in the forest area to 40% of total land area. In order to accomplish this goal, starting plantation itself is not enough since reforestation involves several related activities including farm management, marketing and wood utilization. The project covers these aspects and contributes to improving planters' ability after plantation.	○
	2. Relevance of the Project for the needs of target group, planters.	RFD, C/C, C/P, J/E Interview with planters	To ask as to whether the project is meaningful for the current situation of planters in Northeast of Thailand.	According to the result of plantation survey, the planters' motivation toward planting is stemmed from income generation by plantation. However, the survey reveals that most of those do not have sufficient experience and knowledge on plantation and tending, and need useful information on forest management to be provided. In this regard, this project meets the needs of the target group.	○
	3. Relevance of the identification and selection of target group	C/P, J/E	To ask as to whether the identification and selection of target group were appropriate.	At the planning stage, the target group was identified as the residents of the Northeast of Thailand. Since this was very large in size to cover the five-year project, target group was specified based on the baseline survey conducted in the early stage. This careful process was relevant to identify the appropriate target group for the Project and will promote the project implementation.	○
	4. Consistency with the Japanese aid policies	JICA staff	To ask as to whether the project is consistent with the Japanese aid policies.	Since REX I promoting the plantation in this area was implemented by Japanese assistance, the following project focusing on the forest management after plantation is relevant to implemented by Japanese Aid.	○

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

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Indicators	Source of Information	Method	Evaluation	Grade	
5. Relevance of project planning.	RFD, C/C, C/P, J/E, PDM	To ask as to whether the process of project design (planning) was appropriate, whether the decision on choosing the project-type technical cooperation was relevant, and whether there was another choice appropriate to implement this project.	According to questionnaire, the process of project planning was appropriate. PCM workshop was held after three months since the Project started. However there is an opinion which should have been held before project started.	○	
<p>Final Evaluation</p> <p>It is concluded that the Project is relevant based on above-mentioned five points at high level. PDM approved in May 2000 was constructed in the logical manner, by allocating sufficient time and having most of concerned personnel.</p>					
Effectiveness	1. Achievement of project purpose	Reports on project activities, Annual Plan of Operation, Various reports produced by the Project Monitoring report, RFD, C/C, C/P, J/E	To confirm as to what degree the Project expect to achieve its project purpose and the outputs.	<p>According to the questionnaire and interview, most of the activities have been implemented as scheduled. Various activities at all centers have been carried out following PO and APO.</p> <p>Most of the indicators set up in PDM approved in March 2000 are not clear enough to measure the achievement of outputs and project purpose. Therefore it is difficult to measure the current achievement level of the Project based on the original indicators.</p>	na
			<p>It is certain that the level of the project progress is very high and the planters show their appreciation of project activities according to the field survey the evaluation team conducted. Therefore, when project purpose and outputs are shared among the project team with clearer indicators, it is expected that the Project will be able to achieve its goal, "to establish the systems for extension/improvement of sustainable forest management techniques in small-scale plantation.</p>		

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators	Source of Information	Method	Evaluation	Grade
2. Contribution of project outputs to the project purpose	Reports on activities, Monitoring report, Materials produced by the project. C/C, C/P, J/E	To ask as to what extent have the outputs of the project contributed to the achievement of the project purpose.	At this moment, it is very difficult to confirm the contribution of outputs toward achieving the project purpose due to the unclearness of indicators. Moreover, the benchmarks to check the project progress at outputs and project purpose levels are not set up. However some effects at outputs level are recognized. Therefore the clear setting of indicators at outputs and project purpose levels will promote the definite contribution of output to achieving project purpose.	●
3. Analysis of the factors				
3-1. Promoting factors	C/C, C/P, J/E	To ask as to what are the positive factors facilitating the smooth implementation (toward the achievement of the project purpose).	The following factors are considered as promoting factors. - Good collaboration between Japanese and Thai sides at implementation level. - All activities are managed based on PO. - Each chief of center has high management ability and support Thai Counterparts. - Good coordination among project teams such as among Japanese Experts and Thai CP, among sections at centers, and among sections across centers. - Support from RFD in terms of manpower and budget	na
3-2. Hampering factors	C/C, C/P, J/E	To ask what are the negative factors hampering the smooth implementation (the achievement of the project purpose).	- Currently hampering factors affecting activities are not recognized. - However it seems that outputs and project purpose of PDM are not clearly shared among the project team due to unclearness of indicators. This may affect future progress and achievement of the Project goal.	na
3-3. Understanding of PDM	RFD, C/C, C/P, J/E	To ask as to whether the project members /JCC members understand PDM (the project) well.	Judging from the interview with personnel concerned, the unclearness of indicators has hampered to share the project goal clearly. Once the indicators are identified and shared among project team, it will greatly promote the smooth project implementation more than ever.	●

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators	Source of Information	Method	Evaluation	Grade
4. Important assumption (Output – Project Purpose)	RFD, C/C	To ask as to whether the outputs of the project are highly appreciated and utilized by the RFD.	According to the interview with RFD departments, the project activities are very much appreciated by the RFD because those are highly consistent with the goals that RFD advocated. At the regional level, REX centers and Regional Forest Offices (Provincial Forest Offices) collaborates and supports one another to promote reforestation and extending forest management techniques to planters. At this moment, this assumption is satisfied to fulfill the Outputs.	○
<p>Final Evaluation</p> <p>Various activities in this Project have carried out at all centers. This has promoted excellent progress of the project activities and expected to contribute to achieving project purpose. However the precise evaluation on effectiveness at this moment is very difficult, because the indicators of outputs and project purpose are not clearly set up in PDM. Therefore the current achievement level of each output and project purpose, and the contribution level of four outputs toward the achievement of project purpose are not precisely assessed. Clear clarification of indicators will enable precise assessment of achievement level.</p>				
Efficiency (Japanese side)				
1. Japanese Expert				
1-1. Timing	Personnel input records sheet	To confirm as to whether the input was carried out to satisfy its planned amount.	<p>Mostly the timing of dispatching Japanese Experts is appropriate. However there were a few problems observed up to the present date. The timing of Silviculture Experts was dispatched before the farmer's group was formed. This resulted in insufficient technology transfer of thinning and pruning to CPs.</p> <p>Moreover, recruiting short-term experts who are proficient in Thai in the field of field survey or community development is very limited in number. These did not influence the project progress fortunately.</p> <p>Moreover, recruiting short-term experts, especially those who were proficient in Thai in the field of field survey or community development is very limited in number.</p>	○

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

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Indicators		Source of Information	Method	Evaluation	Grade
1-2. Amount		Personnel input records sheet, C/C, C/P	Based on the sheet, to confirm as to whether the input was carried out to satisfy its planned amount.	The amount of Japanese experts is appropriate according to the interview and questionnaire. It may be reconsidered to assign one expert for forest management information post since the Chief Advisor holds this additional post.	○
1-3. Quality		C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the quality and timing of input.	Mostly Thai CPs are satisfied with the quality of Japanese experts. According to the interview with CPs, some experts did not submit the final reports on their activities to Thai side. This causes CPs and other Japanese experts to spend extra time to collect information on the activities conducted by those experts.	○
2. Counterpart's training in Japan					
2-1. Amount		Personnel input records sheet	To confirm as to whether the input was carried out to satisfy its planned amount.	Seven counterparts attended training in Japan but four were already transferred to other posts.	○
2-2. Quality		C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the quality and timing of training.	It is evaluated that the contents of training in Japan is very effective for CPs. Those who attended training in Japan give the presentation to colleagues focusing on what they learned and try to apply knowledge acquired through training to their works. According to the interview with CPs, the training in Japan is very effective to learn the management style of forest cooperatives, especially budget management and promotion of forestry.	○
3. Provision of equipment					
3-1. Amount		Equipment records sheet	To confirm as to whether the input was carried out to satisfy its planned amount, and to check the present condition of them.	Amount of equipment provided through the Project was appropriate.	○

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators	Source of Information	Method	Evaluation	Grade
3-2. Quality and Timing	C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the quality and timing of equipment input	Mostly quality of equipment is appropriate. However, in the first period of project implementation, there is time lag between requesting and delivering, which caused the spec of equipment obsolete.	○
			Mostly timing of equipment delivery was appropriate. Some equipment for technique section was delayed and could not utilize in the right timing.	○
4. Local Cost				
4-1. Timing and Amount	C/P, J/E, JICA		Timing of providing local cost disbursed by Japanese side was delayed due to insufficient management by Japanese side. Had not been this problem, more project progress may have been observed.	●
(Thai side)				
5. Land, buildings and facilities at the project sites				
5-1. Amount	C/P, J/E	To confirm as to whether the necessary input was carried out, and to check the present condition of them.	All facilities were provided appropriately.	○
5-2. Quality and Timing	C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the quality and timing of preparation of land, buildings, and facilities.	All facilities were provided timely.	○
6. Allocation of C/P				

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

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Indicators	Source of Information	Method	Evaluation	Grade
6-1. Amount	Personnel input records sheet of Thai side	To confirm as to whether the input was carried out to satisfy its planned amount.	The number of CPs was adequate to carry out the Project.	○
6-2. Quality and Timing	C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the quality and timing of personnel input from Thai side.	Mostly quality and timing of allocating CP are appropriate. According to the interview with CPs, some of counterpart personnel assessed themselves that they need to improve computer literacy to pursue project activities. This may slightly affect the smooth proceeding of activities.	○
7. Administrative and experimental expenses and activities.				
7-1. Amount	Financial Records, J/E	Based on the financial records, to confirm as to whether the necessary input was carried out.	Amount of local cost covered by Thai side (22 million baht) was allocated to the Project as planned.	○
7-2. Timing and subject	C/P, J/E	Question about the degree of satisfaction of C/P and J/E about the timing and subject of local cost assistance by Japanese.	Thai side has put a lot of efforts to secure the budget for the Project, and no delay has occurred.	○
8. The degree/level of utilizing the inputs	C/P, J/E	To confirm whether the equipment, personnel, and budget allocated to the project were appropriately utilized for the project.	All inputs allocated to the Project have been fully utilized for the project implementation.	○
9. Project Management				

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

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Indicators		Source of Information	Method	Evaluation	Grade
	9-1. Support and management system for the project	RFD, C/C, C/P, J/E	To ask as to whether the Joint Coordinating Committee is sufficiently functioning, whether the monitoring system is functioning appropriately (Output 4), whether the Steering Committee, if established, is functioning appropriately.	The management system of the Project was appropriate and supportive for smooth project implementation. JCC was held once a year as planned and functioned as decision making body.	○
	9-2. Linkage with other project	C/C, C/P, J/E	To ask as to how efficiently the project has the linkage with other projects, or other organization such as provincial and regional forest offices, NGOs.	At present, there is no organization to have linkage with this Project.	na
	9-3. Monitoring system			All activities are monitored based on PO or APO, which has promoted the project implementation efficiency. Most of the activities are proceeded as scheduled.	○
<p>Final Evaluation</p> <p>Efficiency of this Project is very high at this moment and it is expected to maintain this effect until the cooperation is finished.</p>					
Sustainability	1. Policy / Institution				
	1-1. Continuity of the political support from Thai Government	RFD, C/C	To ask as to whether the Thailand Government is likely to continue policy to support for strengthening the system for the extension /improvement of the sustainable forest management techniques in small-scale plantation in the project area?	RFD is likely to support REX centers in order to promote the reforestation aiming to achieve the increase in forestry area in Thai.	○

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators		Source of Information	Method	Evaluation	Grade
1-2.	Administrative System	RFD, C/C, C/P, J/E	To ask as to whether administrative and operational system of RFD and Reforestation and Extension Center 1-4 is likely to be well organized.	Within RFD, the administrative system is well organized to date. Since October 2002, the restructuring of government ministries and agencies are put into practice. This is expected not to affect the project activities at this moment.	na
1-3.	Continuity of the effects of the Project	RFD, C/C	To ask as to whether it is expected that the effects of the project results will continue after the project completion.	At this moment, the effect of the project is started to observe. It is expected that the effect of the Project will be maintained if the project purpose is achieved in the remaining period.	○
1-4.	Access to new information	C/C, C/P	To ask as to how available to access to new information or innovated technology within RFD itself.	REX centers have good coordination with RFD and regional and provincial forest offices. It is expected to promote the technology innovation among them. To ensure the technology innovation, it may be considered to look for access to international information sources.	na
1-5.	Maintenance of equipment	C/C, C/P	To check as to whether RFD or REX centers will be able to do maintenance the equipment provided by the Project.	Since most of the equipment is procured in Thai, they will be able to receive maintenance services in Thai.	○
2.	Finance				
2-1.	Financial condition of RFD, and REX centers	RFD, C/C	To consider as to whether the operational budget of RFD will be stable or secured.	Currently, it is not possible to predict whether the financial resources are secured for the continuity of activities after the project is finished, since the reorganization will be conducted.	na

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Evaluation Grid

(This Grid was prepared by Japanese Evaluation Team)

Indicators	Source of Information	Method	Evaluation	Grade
<p>3. Technology</p> <p>3-1. Possibility for C/P to share the technology in its organization.</p> <p>3-2. Dissemination of project effects to other centers</p>	<p>C/P, J/E</p> <p>C/C, C/P</p>	<p>To check as to how C/P are about to share and use the acquired skills, technology, and knowledge in the organization. Also to check the possibility of the continuity of C/Ps in the centers after the project's end.</p> <p>To check as to whether the technology, skills or knowledge acquired through the Project is likely to be disseminated to other centers after cooperation is ended.</p>	<p>The chief of each section at all four centers puts a lot of efforts to share the knowledge, skills and experience with their colleagues in the section. Moreover the Project plans to accumulate the information on forest management utilizing computer system.</p> <p>The REX centers are planning to disseminate the project effects to other centers and promote the reforestation in Thai. Once the systems for extension and improvement of forest management techniques are established and RFD acknowledges the effects of this project, the technological sustainability will surely be secured.</p>	<p>○</p> <p>○</p>
<p>Final Evaluation</p> <p>Overall, it is concluded that the sustainability of this project is likely to be high in terms of political/institutional, and technical aspects. Since the restructuring will be started in October 2002, it is very difficult to estimate the financial sustainability after the cooperation is ended. Therefore if this Project succeed in achieving its goal and can show the effectiveness of the project results, the components of this project will be ensured by RFD.</p>				

* Readers are advised that "Grade's are put to help reader's understanding of the results, and they are not objective indicators such as points.

* Abbreviation

"RFD"=Royal Forest Department

"C/C"=Chief of Reforestation and Extension Center

"C/P" = counter part

"J/E" = Japanese expert

"Grade" is defined as follows: "○= Very Good and continuous effort to this point is expected until project finishes", "●= More attention should be paid to this point", "na= not available."

Indicators clarified in the Workshop held in August 6, 2002

Narrative Summary	Indicators	Means of Verification
<p>Project Purpose</p> <p>Systems for the extension/improvement of the sustainable forest management techniques in small-scale plantation are established in the project area.</p>	<p>Four REX centers are ready to apply the approach of setting model area to other areas.</p> <p>1) Four prototypes for setup of a new model area are defined.</p> <p>2) All concerned materials for setting model area (eg. manuals) are compiled and available as reference.</p>	<p>1) Summary of model area</p> <p>2) Materials (manuals) produced by the Project</p>
<p>Outputs</p> <p>1. Forest management information is accumulated.</p>	<p>1) Forest management data is frequently and timely updated.</p> <p>2) Direct and indirect target will receive information on sustainable management techniques from REX Project and through information network. (Directs target group: tree planters in the model areas, Indirect groups: mass population)</p>	<p>1) Quality of data inputted into computer</p> <p>2) By impact survey of model areas and sample from the outside of target areas.</p>

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Narrative Summary	Indicators	Means of Verification
2. Sustainable forest management techniques in small-scale plantation are improved.	1) The reports of the result or progress on fourteen titles are produced 2) The reports of the results or progress are shared among four REX centers. 3) Quality of seedlings are improved?	1) Result reports of titles 2) Interview with counterparts 3) -
3. Information and techniques on the forest management are introduced to the residents through the RFD and its network activities.	1) 50% of the tree planters in the model area practice knowledge and techniques of sustainable forest management provided by the Project.	1) Sample survey of tree planters of four model areas.

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P. Pempughe
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添付資料 : ワークショップの結果と PDM 変更のための参考資料

第3章の「3-1-6 PDM の改訂の必要性」で述べたように、8月6日にプロジェクト関係間でワークショップを開催した。ここではその結果と、プロジェクト関係者へのインタビュー結果に基づいて PDM の修正に関する参考情報をまとめた。

3-1 ワークショップの概要

◆ 目的

- (1) 「プロジェクト目標」と「成果」の内容をプロジェクト関係者間で共通認識を持つこと
- (2) 「活動」と「成果」、「成果」と「プロジェクト目標」のリンクを明確にすること
- (3) 「プロジェクト目標」と「成果」の指標を明確にすること

◆ 日時 : 2002年8月6日(火) 8:00~11:30

◆ 場所 : 王室林野局(RFD) 4階 会議室

◆ 参加者 20名

タイ側プロジェクトメンバー

Mr. Preecha CHALERMPICHAI	センター1 センター長
Mr. Suthep PAVARESWITYARAL	センター2 センター長
Mr. Tumnoon AKARAPIN	センター3 センター長
Mr. Somporn CHAICHARUS	センター4 センター長 (フィールドマネージャー)
Mr. Sumet SIRILAK	REX 情報センター センター長
Mr. Bandit Kongmoo	プロジェクト調整員

専門家

鈴木 忠徳	チーフアドバイザー 兼 森林経営情報
岡田 昌浩	業務調整
柳沢 英治	訓練・普及
岡林 正人	森林経営技術

中間評価調査団

吉浦 伸二	団長・総括
西野 桂子	情報・普及
高麗 泰行	森林経営
野口 伸一	計画評価
南村 亜矢子	評価分析

タイ側評価調査団 (途中参加)

Mr. Pairoaj PUNPUGDEE	Leader
Mr. Somyos KIJKAR	Director of Foreign Forestry Affairs Division, RFD
Mr. Boonark KLEEBCHUMPEE	Director of Private Reforestation Division, RFD
Mr. Tosporn VACHARANGKURA	Representative from Forest Research Office, RFD
Ms. Sasitorn TIMUDOM	Representative from Planning Division, RFD

3-2 ワークショップの結果に基づいた PDM 改訂のための参考情報

3-2-1 プロジェクト目標レベル

現行 PDM	ワークショップ/インタビュー調査の結果	
プロジェクト要約		
プロジェクト対象地域において、小規模造林地における持続可能な森林経営技術を改良・普及可能な体制が整う。	→ 「改良・普及可能な体制が整う」を再定義 →	<ul style="list-style-type: none"> 記述は変更なし 「改良・普及可能な体制が整う」は、4つの REX センターで、「他の地区にモデル地区を拡大できる体制が整う」という状態を指す。
指標		
(1) 森林経営に関する情報、技術、訓練・普及の技術がお互いに共有され、各センターにフィードバックされる程度	→ 指標の(1) (2)を 変更 →	(1) モデル地区設定のための4つのアプローチが確立している <ul style="list-style-type: none"> ◆ 新しいモデル地区を設定する際に、4つのどのアプローチが適用できるのかが明確になっている
(2) カウンターパートによる技術向上や森林経営ノウハウ	→	◆ 例として次のような情報がまとまっている：モデル地区の社会経済状況、造林者の特性、造林状況、農民グループ形成のために適用したアプローチ、造林者のニーズなど
(3) 森林経営に関する情報、技術のプロジェクトからの発信回数と発信頻度	→	(2) モデル地区設定のための情報(マニュアルなど)がまとめられており、誰でも閲覧できる状態になっている <ul style="list-style-type: none"> ◆ すぐに活用できるような状態にまとめられている
(3) 森林経営に関する情報、技術のプロジェクトからの発信回数と発信頻度(現行のまま)		
考案のポイント		
<ul style="list-style-type: none"> ◆ 現行 PDM の(1)の指標は関係者間の情報共有・活用に焦点が当てられており、既に実践されている。また、これはプロジェクトを円滑に進めるためのプロジェクトマネジメントの要素が大きく、成果4の指標と同じである。 ◆ 現行 PDM の(2)の指標は「誰の森林経営ノウハウが向上されるべきなのか」が明確でないため、測定が困難である。 ◆ 現行 PDM の(3)の指標は、広域の受益者に対する成果を示す指標である。ただし情報分野の指標と重なっている部分があるため、再考する必要がある(ワークショップでは、指標として活用するかどうか確認できなかった)。 ◆ 上記のようにワークショップの結果、情報、技術、訓練・普及分野の活動を統合し、かつ REX センター全体としてモデル地区を拡大するシステムが確立した状態を示した指標を考案した。 		

3-2-2 上位目標レベル

今回のワークショップでは上位目標の内容の確認までには至らなかったため、プロジェクト関係者とのインタビューによって確認した内容を参考情報として記載しておく。

現行 PDM		インタビュー結果	
プロジェクト要約			
プロジェクト対象地域において小規模造林地における持続可能な森林経営技術が実践される。	→	内容の確認 規模的な範囲を定義	→ <ul style="list-style-type: none"> モデル地区が東北タイ各地で設立され、情報、技術、訓練・普及分野の活動が東北タイ全域に拡大している。 モデル地区での活動は、当該地区の造林者が自立できるレベルに達した場合、その地区での活動を引き上げ、次の地区へ活動の拠点をシフトしていく。
指標			
(1) 新しい活動を起こした農家の数とその活動の種類(例:植林のサイズの変化、情報の活用、苗畑計画)	→	確認までには至っていない	→ <ul style="list-style-type: none"> 特になし
(2) コミュニティフォレストリーの数	→		
(3) 農民の意識の変化(プロジェクトの関心を示す)	→		

3-2-3 成果レベル

<成果1 森林経営情報分野>

現行 PDM		ワークショップ/インタビュー調査の結果	
プロジェクト要約			
森林経営のための情報が REX センターに蓄積される	→	内容の再定義	→
			<ul style="list-style-type: none"> 記述は変更なし 蓄積し、配信する段階まで成果の範囲として含める。 「蓄積される」という状態は、定期的に REX センターで管轄区の情報が集約され、バンコクの REX 情報センターには常に最新の情報(データも含む)が蓄積される体制が構築されていることを指す。
指標			
(1) データの有効活用度合い	→	データの更新に焦点を当てる	→
(2) 情報の更新回数とその内容	→	情報発信の普及に焦点を当てる	→
			<p>(1) 森林経営情報のデータ(データベース)が頻繁にかつタイムリーにアップデートされている</p> <p>(2) 直接的かつ間接的なターゲットが REX プロジェクトや、情報セクションで設立したネットワークを通じて持続可能な森林経営技術に関する情報を受け取っている。 (直接的なターゲット: モデル地区の造林者、間接的なターゲット: プロジェクト対象地域の住民)</p>
考案のポイント			
<ul style="list-style-type: none"> ◆ 「データの活用度合い」は、活用する主体、内容、頻度など不明瞭であった。成果1の再定義に沿って指標を設定し直し、情報の更新と情報発信の2つの観点から成果の達成度を測定することとした。 ◆ ただしデータをアップデートする頻度などは今後プロジェクト側で決定する必要がある。(ヒアリングの結果では、各センターでは随時新しい情報を取得次第、データを更新している。またバンコクで月に1回センター長のミーティングが行われるので、そのタイミングで各センターの最新情報をバンコク REX 情報センターにアップすることが妥当だと思われる。) 			

<成果2 森林経営技術分野>

現行 PDM	ワークショップ/インタビュー調査の結果	
プロジェクト要約		
小規模造林地における森林経営技術が改善される	→ 内容の再定義 誰の技術が改善されるべきかを再確認	→ <ul style="list-style-type: none"> • 記述は変更なし • REXセンターの職員の「技術」が向上することを目的としている。 • 造林者への技術移転は、訓練・普及分野と連携し、訓練・普及分野の範囲でカバーする。
指標		
(1) 新しい技術が農民に理解され、活用される	→ 内容の再定義に基づき全て	→ (1) 14 の試験項目の進捗あるいは結果が報告書としてまとめられている (2) 試験項目の進捗あるいは結果が REX センター間で共有されている
(2) 新しい技術を活用したモデル林の完成	→ 変更	(3) 苗木の質が向上する
考案のポイント		
<ul style="list-style-type: none"> ◆ 農民への普及は、訓練・普及分野が担当するため、現行 PDM の指標(1)は、成果の内容を正確に測定する指標ではない。 ◆ 成果2でモデル農民の造林地を活用して、モデル林の設定やデモンストレーションを行っているが、ここで重点を置いている項目は「REXセンター職員の森林経営技術の向上」であるため、より適切な指標を考案した。 ◆ ワークショップで考案された「(3) 苗木の質が向上する」の指標については、測定方法、データの入手手段を、今後プロジェクト側で検討する必要がある。 		

<成果3 訓練・普及分野>

現行 PDM	ワークショップ/インタビュー調査の結果
プロジェクト要約	
森林経営のための情報・技術が RFD およびそのネットワーク活動により住民に伝達される	→ 内容の再定義 → <ul style="list-style-type: none"> • 記述は変更なし • モデル地区での訓練・普及活動が中心となる。 • ただし将来モデル地区を拡大することを考慮し、モデル地区以外での活動も範囲に含める。
指標	
(1) 農民の満足の度合い(訓練が農民のニーズにあったものか)	→ 内容の再定義 → (1) 変更なし: 農民の満足の度合い(訓練が農民のニーズにあったものか)
(2) 新しい訓練コースの実施回数と多様な参加者	→ 内容の再定義に基づき一部変更 → (2) 変更なし: 新しい訓練コースの実施回数と多様な参加者
(3) 森林経営に焦点を当てた普及活動が増加	→ (3) モデル地区において 50%の造林者が、プロジェクトが提供した持続可能な森林経営に関する知識や技術を実際に活用している。
(4) 農民によるプロジェクトの理解の程度	→
(5) 植林数(面積)の増加数	→
考案のポイント	
<ul style="list-style-type: none"> ◆ 現行 PDM の指標(1)は、「誰の」満足度をみるのか定義し直す必要がある。農民とするのか、造林家とするのか定義する必要がある。 ◆ 現行 PDM の指標(2)は、「実施回数」の計画を作成すること、「多様な参加者」とは誰を指すのかを定義する必要がある。 ◆ 現行 PDM の指標(3)として、「森林経営の技術・情報が伝達される」という点を強調した指標を設定した。各センターが提供した知識や技術をその後活用するかどうかは、造林者個人のニーズや状況によって異なる(個人の経営判断による)。したがってモデル地区の 50%の造林者が、プロジェクトが提供した知識や技術を活用していれば、合格点であるという結論に達した。 	

3-2-4 活動レベル

活動の内容はワークショップでは確認していないが、関係者のインタビューの結果、変更する必要は認められなかった。

ただし、センターによって実際に実行に移す活動項目が異なるため、どの活動項目がどのセンターで実行されているのかを記すことが必要だと思われる。森林経営技術分野の APO には、担当するセンターが記載されているため、この様式を参考にすることも一案である。

また、PDM の改訂には直接関わらないが、分野間の活動がリンクしているため、第 3 者がプロジェクトの活動を理解するためには、ある程度の時間を要する。したがって、分野単位かつセンター単位で、活動内容を整理した資料を作成する必要性は非常に高いと思われる。例えば、プロジェクトでネットワークと呼ばれる活動は、情報分野と普及分野の両分野で形成されているが、この 2 つの人的ネットワークは、同一のものではない。またセンターによっては普及分野のネットワークを農民グループと呼んでいるところもある。こうした細かい情報は、外部の人間がプロジェクトを理解する際には混乱の原因になるため、プロジェクト側で整理した資料を作成しておく、混乱することなくプロジェクトの理解を促せると思われる。

3-2-5 外部条件レベル

外部条件についてもワークショップで確認はできなかったが、関係者へのインタビューの結果、外部条件を大幅に修正する必要性はないと判断できる。ただし、今後指標の変更にあわせて PDM の改訂を実施する際には、タイ側の地方分権化・省庁再編成の要因を加えることも検討する余地があると思われる。中間評価の時点で入手した情報では、地方分権化・省庁再編成はプロジェクトの実施に負の影響は与えないということであったが、プロジェクト目標の達成のためには、今後も人員、RFD からの予算の確保などが満たされるべきである。したがって、プロジェクト目標達成の要因として次のように追加設定する可能性もあると思われる。

プロジェクト要約	外部条件
<p>プロジェクト目標:</p> <p>プロジェクト対象地域において、小規模造林地における持続可能な森林経営技術を改良・普及可能な体制が整う。</p>	<p>プロジェクト対象地域の経済・社会状況に大きな変化がない</p>
<p>成果:</p> <ol style="list-style-type: none"> 1: 森林経営のための情報が REX センターに蓄積される 2: 小規模造林地における森林経営技術が改善される 3: 森林経営のための情報・技術が RFD およびそのネットワーク活動により住民に伝達される 	<p>プロジェクトの成果が王立林野局によって、高く評価され、活用される</p> <p>(追加検討) <u>タイ政府の省庁再編成がプロジェクトの実施に負の影響を及ぼさない</u></p>

3-2-6 ワークショップの結果

Reforestation and Extension Project in Northeast Thailand Phase II The Outputs of the Workshop held on August 6, 2002

Project Purpose: Systems for the extension/improvement of the sustainable forest management techniques in small-scale plantation are established in the project area.

1. The four prototypes for setting up a model area including socio-economic condition and planter's characteristics of model area are identified.
---All centers are ready to extend model area to other areas.
2. When a new model area is planned to establish, REX Centers can select the most suitable one from four (4) defined prototypes.
3. All necessary materials, such as manuals, for setting up a model area are compiled and available as reference.
4. Systems mean approaches to planters, from forming farmers groups, teach the way of organizing a group, providing knowledge, disseminating skills, and so on.
5. Systems mean to establish networks of farmers group which obtain the techniques and knowledge from the Project, and make them functioned.
6. Five steps are needed to establish this System: interesting, reconsidering, trying, applying, and extending.
7. The standard of (providing services to planters and potential planters) at all REX centers is higher than that of the starting point of the Project.
8. After five years, we will know whether model areas are successful or not.
9. The forest management techniques should continue to be improved.

Output 1: Forest management information is accumulated at RFD.

1. Forest management information data is frequently and regularly updated.
--- Once a year, the data is updated.
--- When the meetings among centerchiefs are held in Bangkok, the latest data is collected and stored into the database system at Bangkok REX Information Center. (this means once a month, the data can be updated in Bangkok)
--- Bangkok Information Center has always accurate and updated data

2. **Target groups can receive information on forest management regularly**
 - To provide data based on receiver's needs in any formats such as CD-ROM or hardcopy.
 - For indirect target, the Project sends information of PR of the Project through broadcast
3. To measure distribution of information: the frequency that farmers contact with the Project
4. REX centers can utilize data, and farmers in model area and other people around model areas can also utilize data.
5. Now many divisions within RFD have various data in different format. These should be integrated in the same format and gathered one place.
6. Clarification of target group for Information section:
 - Direct target group: tree planters in model area
 - Indirect target group: mass population

Output 2: Sustainable forest management techniques in small-scale plantation are improved.

1. **Planned 14 titles are completed as planned. (the number of titles which are completed as planned)**
2. **The results of our study (14 titles) are improved.**
 - Products produced by the farmers can be indicators measuring how much the titles are improved.
3. To improve the quality of seedlings
 - To improve forest management techniques for farmers
4. Wood utilization
5. Farmers need more techniques
6. Handbook should be in Thai version and easy to for extending to farmers

Output 3: Information and techniques on the forest management are introduced to the residents through the RFD and its network activities.

1. Residents mean "Planters in Model Areas."
2. **More than 50% of planters who practice knowledge and skills acquired from the training courses.**
 - Increasing the number of planters who are applying knowledge or techniques acquired through training courses to their plantation.
 - Increasing the number of planting at least 50%. If we reach 90% increase, it would be

considered as a big success.

--- Direct and indirect target groups will receive FMI from REX project or its networks
(satisfactory level => 100% of target groups receives FMI)

3. Increasing the number of planters in model areas
4. Methods for approaching target groups are different in model areas.
5. Income of wood products, eg. charcoal making
6. How we could prove that farmers received information? => the evidence is to look at to what degree their plantation is improved.
7. Indirect target can be direct target in the future.
8. Trainees are not only planters.
9. The size of model area should be village/district.
10. The number of trainees in model area who tries to expand the knowledge or techniques to their friends or relatives.

Overall Goal: Sustainable forest management techniques in small-scale plantation are adopted in the project area.

1. Before finishing the project (can be rephrased to "after the project"), the system will be applied not only in model area but also in other area that the centers are responsible. (=> this will be realized after the cooperation completion)
2. Farmers can be self-sustaining

Note: (1) The statements in brackets were added by a member of Japanese Evaluation Mission for supplementary explanation or clarification. (2) The statements highlighted were tentatively selected in the workshop as the suitable indicators.

	プロジェクトの要約	指標	指標の入手手段	外題条件
上位目標	プロジェクト対象地域において小規模造林地における持続可能な森林経営技術が実践される。	(1) 新しい活動を起こした農家の数とその活動の種類(例: 造林のウイズの変化、情報の活用、畑畑計画) (2) コミュニティ・フォレストリーの数 (3) 農民の意識の変化(プロジェクトの関心を示す)	・モデルエリアにおける道筋、インタビュー調査 ・合同調査委員の報告書(これは明らかに要約したほうがよい)	タイの林業政策が大きく変化しない
プロジェクト目標	プロジェクト対象地域において、小規模造林地における持続可能な森林経営技術を改良・普及可能な体制が整う。	(1) モデル地区設立のための4つのアプローチが確立している(新しいモデル地区を設定する際に、4つのアプローチが適用できるのが明確になっている) 一 採伐後の情報が多量に集まっている。モデル地区の社会経済状況、森林者の特性、造林状況、農民グループ形成のために適用したアプローチ、森林者のニーズなど (2) モデル地区設立のための情報(マニュアルなど)がまとめられており、誰でも閲覧できる状態になっている 一 すぐに活用できる状態にまとめられている (3) 森林経営に関する情報、技術のプロジェクトからの関連施設と関係者(広域の受益者)に対する成果を含めるべきかどうかを検討する必要がある。この指標は情報分析の段階(次に近い)	(1) モデル地区の特性とその地区でのアプローチをまとめた報告書 (2) プロジェクトで作成したモデル地区設立の情報(マニュアルなど)	プロジェクト対象地域の経済・社会状況に大きな変化がない (各首領センターが省庁再編成・地方分権化の影響を大きく受けない)
成果1	森林経営のための情報がREXセンターに蓄積される	(1) 森林経営情報のデータが種類にかかわらずタイムリーにアップロードされている(頻度とタイムリーの定義) (2) 直接的かつ間接的なターゲットがREXプロジェクトや、情報セッションで設立したネットワークを通じて持続可能な森林経営技術に関する情報を受け取っている。 (直接的なターゲット: モデル地区の産業者、間接的なターゲット: プロジェクト対象地域の住民)	(1) コンピューターに蓄積されているデータの量 (2) モデル地区でのインタビュー調査とその以外の対象地区におけるサンプル調査	
成果2	小規模造林地における森林経営技術が改善される	(1) 14の試験項目の進捗あるいは結果が報告書としてまとめられている (2) 試験項目の進捗あるいは結果がREXセンター内で共有されている (3) 苗木の量が向上する(質をどのように高めるか?)	(1) 試験項目の報告書 (2) カウンターパートへのインタビュー (3) <今後検討が必要>	プロジェクトの成果が王立林野局によって、高く評価され、活用される
成果3	森林経営のための情報・技術がRFDおよびそのネットワーク活動により住民に伝達される	(1) 農民の満足度の高い訓練が最初のコースにあったものか(農民のみか? 産業者か?) (2) 新しい訓練コースの実施回数と多様な参加者(実施回数、多様な実施) (3) モデル地区において、50%の産業者がプロジェクトが提供した持続可能な森林経営に関する知識や技術を実際に活用している。	(1) 参加者への質問票調査、インタビュー調査 (2) 訓練計画書、結果報告書 (3) 4つのモデル地区における産業者のサンプル調査	
成果4	モニタリングの結果がプロジェクト活動の改善に活用される	(1) 定期的に各活動が改善される (2) 森林経営に関する情報、技術、訓練・普及の技術がお互いに共有され、各センターにフィードバックされる	(1) モニタリング報告書(半年に1回作成) (2) 合同調査委員会報告書	
活動	活動1 (森林経営情報分野) 活動1.1 森林経営情報・データの収集及び分析(サーベイ含) 活動1.2 データベースマネジメントシステムの構築 活動1.3 情報伝達システムの開発 活動2 (森林経営技術分野) 活動2.1 畑畑技術の改善 活動2.2 造林技術の改善 活動2.3 林産品利用法の改善 活動2.4 展示村・モデル林の確立・改善 活動2.5 森林経営ハンドブックの作成 活動3 (訓練・普及分野) 活動3.1 普及モデル地域の確定 活動3.2 森林経営に係る訓練の開発(と実施) 活動3.3 森林経営に係る普及技術の開発(と改善) 活動3.4 対象地域における植林推進活動 活動4 (モニタリング) 活動4.1 定期モニタリング実施 活動4.2 プロジェクト活動改善のための情報(分析)	投入 日本側 (1) 長期専門家 5分野 a) ティーチ/ライザー 兼 森林経営情報 b) 業務調整 c) 森林経営技術 d) 訓練・普及 (2) 短期専門家 (3) O/P研修(本邦研修) (4) 機材 (5) 一部現地業務費 投入 タイ側 (1) プロジェクトスタッフ a) プロジェクトダイレクター b) プロジェクトマネージャー c) フィールドマネージャー d) プロジェクト業務調整員 e) センター長(5センター分) f) カウンターパート g) 業務部門スタッフ(秘書、運転手等) (2) 土地、関連施設、モデル森林 a) プロジェクト事務所 b) 専門家執務室 c) 実験室 d) 業務室 e) 他 (3) 現地業務費	・カウンターパートがプロジェクト活動に時間を割くことができる ・プロジェクト活動に対する責任分担が、王立林野局内の関連部署で明確になされる ・関連する諸機関との連携・協力が得られる 前提条件 ・対象地域の住民の協力が得られる ・前プロジェクト(フェイスI)の成果が本プロジェクト(フェイスII)に引き継がれる	

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←色の部分は、今回のワークショップで協議した項目 / インタビューで確認した項目。ただし今後プロジェクトで詳細部分を決定する必要がある
 ←網掛けの部分は、今後プロジェクトで改めて見直しが必要な部分
 (青字) ←評価調査では協議していないが、インタビューで活動内容をヒアリングした結果、付け加えたほうが活動内容が正確に横記されると思われる点を示している

Results of Questionnaire to Center Chief and RFD

Q1 1. How have you been involved in this Project? Please tick boxes below as much as you think appropriate and write your comments. What is your evaluation on the current degree of the achievement of the Project?

	(No of respondents)	
4	Participating in Join Coordinating Committee when it is held.	7
3	Expressing my opinions or comments, or giving advices to the Project	5
2	I have not involved in this Project much.	0
1	Others	0

Comments

- Comments on answer 4,3
- Suggest that we have a project meeting at least once a month, that all sections attend in them, and not hold a separate meeting of each section without any linkage with other section, which might cause an unsatisfactory innovation of project.
 - I have been working in REX Project since 1991
 - I am ex-trainee in Japan (1995)
 - I am a person in charge of Field Manager of REX II project.
 - Coordinate among the counterparts and give advice to project manager, and project director
 - Participating in planning and processing
- Comments on Ans 4
- RFD appointed me to work with the REX project as an assistant of project director

Q2 What is your evaluation on the current degree of the project achievement?

4	Higher level	0
3	level as planned	4
2	lower level	3
1	not reached at all	0

Comments

- Comments on answer 3
- Evaluation from report form every section meeting and checking CP job and working continuously
 - Each center has implemented following PO and APO under support from JICA and Experts.
- Comments on answer 2
- Limitation of budget and personnel
 - Private Reforestation division seems to know nothing about the progress of REX activities due to lack of proper cooperation

Q3 What do you think are the major factors that facilitated and/or hampered the achievement of the Project to date?

- (No of respondents)
- Promoting factors
- 3 Assistance from JICA in providing equipment and budget
 - 2 A supporting from Thai in terms of manpower and equipment
 - 1 A reward system for outstanding staff
 - 1 Government project is clear about reforestation and extension of farmer
 - 1 Acceptance from farmer and network
 - 1 Cooperation of both side
 - 1 Experiences of counterparts, experts who have experiences in their field
 - 1 Tools, equipment, and budget
 - 1 A global needs in environmental improvement and wood utilization
 - 1 People pay attention and cooperate well
 - 1 Personnel had experience in REX I
 - 1 There are equipment and facilities from REX I which can be used in REX II
 - 1 REX project cannot clarify that how much certain area of farmers forest plantation and a large number of farmers who (cannot read the rest of part .)
 - 1 Some informative reports of private reforestation division could support the REX project activities. REX has enough equipment.
 - 1 Research results from community forest division are also prerequisite fro REX project. REX staff are well trained from Japan
 - 1 Personnel of the project is very skillful and a lot of knowledge.
 - 1 Japanese experts are very skillful, lots of knowledge, and very active.
 - 1 Good management through the committee and budget allocation from Japanese government
- (No of respondents)
- Hampering factors
- 2 Lack of good coordination
 - 1 Project management especially management structure
 - 1 Law regulation about plantation is not convenience for farmer
 - 1 CP are transferred. Job working is not continuously.
 - 1 Lack of budget
 - 1 No permanent position of staff
 - 1 Limited in technical transfer
 - 1 Farmers needs assistance from government (?)
 - 1 Non experienced counterparts and experts
 - 1 Lack of motivation
 - 1 Trouble fro using budget
 - 1 Methods of tree outside forest assessment has not applied to use in REX project. Trained CP transferred from REX project.
 - 1 Insufficient data as well as information distortion is still hindering the REX project activities

1 Efficient monitoring and evaluation on transparency basis, good cooperation, well relation, sacrifice are still in need (?)

1 Non-preparation of implementing staff (?). Training course for staff is not enough.

Q4 Do you have good understanding of the project framework described in PDM? Please indicate the factors affecting your understanding of the PDM.

	(No of respondents)
4 very good	2
3 good	4
2 not good (but in Thai, translated as "fair")	1
1 poor	0

factors to help to understand PDM

Comments on answer 4 - Fundamental knowledge on project management and project administration especially , PDM, SWOT matrix, PCM, project proposal (loeframe)

Comments on answer 3 - Try to understand PDM
- PDM is not clear. Input of Japanese side and Thai side are not clear. Have not applied to be clear working plan
- Meeting among project staff and documents
- Overall goal, project purpose, outputs, efficiency inputs, activities, monitoring and evaluation
- Participating in planning and giving advice
- Project committee structure
- Project's objectives and indicators
- Project's framework

Comments on answer 2 - Document, holding discussion, asking questions
- Meeting and seminar

Q5 Do you think selecting the project-type technical cooperation (receiving inputs of experts, training in Japan and equipment as a package) as a cooperation menu was appropriate, even JICA provides other assistance menus?

	(No of respondents)
2 Yes	5
1 No	2

Comments Ans 2 - Almost right, but not all. It should reconsider in output. Weak point, strength point, problems caused as an indicator.
- Assistance of REX II project is following step (assistance) from REX I project
- Yes, because it provides a good change for Thai staff to acquire knowledge and experience, exchanging ideas with Japanese staff, including transfer of know-how and skills from Japanese, who has higher skills.

Comments Ans 1 - RFD has enough experts, therefore it is not necessary to call for foreign experts.

Q6 Do you think the process of designing the project plan was appropriate on the following points?

	(No of respondents)
2 Yes	5
1 No	2

Comments on Ans 2 - Yes, but the goal of the project should be clearer and more practical which lead to an innovation. Participation of each center and section should be increased.
- Appropriate level
- Everyone who works in this project must know and understand every step of PDM and PCM in order to study weakness or strengths, opportunities, and threats.

Comments on Ans 1 - Most of personnel's were involved but not all
- The project planning was conducted only among high-level officials, the stakeholders such as field officials, community leaders and group leaders did not have a chance to get involved in this process.

	(No of respondents)
2 Yes	6
1 No	1

Comments on Ans 2 - Agree but should be clear in every issue
- appropriate level

Comments on Ans 1 - Not enough, planning process should take more time allocating enough time for public hearing before making any discussion.
The process should take at least 1 year.

Q7 Do you think you or your personnel will be able to fully utilize the skill and knowledge currently transferred through the project even after the cooperation is ended? If not, what skill/knowledge do you think you cannot fully utilized?

	(No of respondents)
4 fully utilize	1
3 most of them	4
2 some of them	2
1 have problem in utilizing	0

The skills or knowledge that cannot be utilized

Answer 3 - Utilization of high technical equipment which is not necessary at time of experts staying in Thailand. Equipment has not arrived because of budget problem.
- A sensible government policy
- Related factors such as economic factor, environmental factor and social factor

Answer 2 - Limitation of budget, equipment and personnel administration

- I do not think we will be able to utilize some of the skills transferred. Utilizing high technology needs a fine and complicated techniques, such as mechanical equipment and it needs high cost in maintenance. Thai staff might not operate it without advice because of limited skills.

Q8 Do you think your organization will be able to transfer the skill or knowledge obtained through the project to others (such as other extension centers or new personnel) by yourselves after the cooperation is ended? If not, what skills or knowledge do you think your organization will not be able to transfer, and why?

	(No of respondents)
4 fully transfer	2
3 most of them	3
2 some of them	2
1 not able to be	0

The skill or knowledge that you will not be able to transfer, and the reasons

- Answers 3
- Yes, because they have enough understanding on concept and implementation methodology
 - Transferring skill and knowledge need to use equipment that we got from JICA, while another centers have not received that equipment.
 - Experiences
- Answers 2
- Reforestation and Extension Center should be designed as permanent organization under Reforestation Office, which makes it possible to transfer the skills and knowledge to others.

Q9 How do you evaluate the Japanese experts assigned to this Project? Please write problems you or your colleagues confronted if any.

Timing dispatched	(No of respondents)
2 as planned	6
1 delayed	0

The numbers of the experts assigned to the Project to date

4 very appropriate	0
3 appropriate	3
2 not appropriate	3
1 not appropriate at all	0

Their level of knowledge, experience, or competence

4 very appropriate	0
3 appropriate	5
2 not appropriate	2
1 not appropriate at all	0

Problem and reasons for the problem:

- A number, education level and experience of experts should be improved.
- Experts should have experience in that specific field for sharing and giving some suggestions/recommendation to CP
- Forest Management Information Expert should be decided to separate from Chief Advisor.
- Too many short-term experts
- There are no expert of FMI directly so chief advisor has to be responsible for this section.
- Decrease amount of short term expert and increase long-term experts in FMI
- Final reports of Japanese experts would have distributed to reforestation office and related divisions of RFD.

Q10 As a whole, do you think the training in Japan was effective to your personnel? If yes, please write how it was effective, and If not, please write the matter in detail.

	(No of respondents)
4 very effective	1
3 effective	6
2 not effective	0
1 poor	0

Matters in detail:

- Answer 4
- They could be the effective training officers. Most of them are now are the good trainee for third countries
- Answer 3
- I have never been to Japan but in my opinion it should be good and efficiency since Japan has higher technology than Thailand. Staff could gain knowledge and experience from observation in Japan and apply them in Thai.
 - Few CP attended training in Japan, while short-term experts came to Thailand more.
 - Because Japan is successful in reforestation, Japan is the leading country in the world in terms of technology so training and study tour under the project can provide experience for adjustment to our job.
 - More knowledge and skill in Forest Management Techniques, Forest Cooperative and Wood Marketing.
 - Achievement of forestry in terms of a number of public and private plantation are increased including a modern technology and techniques from Japan
 - I have learned and got great experience of forest management from developed country which motivated me to develop my skills
 - Training in Japan is effective for Thai staff since they could gain more vision in operating and implementing the project, and apply all to their jobs.

Q11 How much has the project had impact on you and your work? Please choose one appropriate answer below.

Your workload:	(No of respondents)
1 Increased very much	0
2 Increased to some extent	0
3 same as before	4
4 reduced	3

Your motivation:		(No of respondents)
4	increased very much	1
3	Increased to some extent	4
2	same as before	2
1	reduced	0

Your confidence		(No of respondents)
4	Increased very much	0
3	Increased to some extent	4
2	same as before	3
1	reduced	0

Q12 To what degree do you think the linkage among the Reforestation and Extension Centers has been established through the Project to date?

		(No of respondents)
4	established better	0
3	established as planned	2
2	To some extent	5
1	not established as planned	0

Comments on 2

- Detail - Limitation of personnel's ability, budget, and not enough equipment
- Forest plantation of the farmers are about 7-8 years, therefore wood market activities would be promoted
- Should promote a coordination among organizations

Q13 Please evaluate to what degree the output 1 "forest management information is accumulated at RFD" has been achieved, by using the indicators set up to measure the performance of this output

1) Effective usage of data (list of agency for data inquiring)

- Increasing such as development department, land department, livestock department, Farmers and Cooperatives.
- Region forest office, provincial Forest Office, REX information center, Farmers, NGOs
- Intermediate - good level, related organization is sub-district administration and farmers
- RFD officers, farmers, and companies are interested in some information.
- Reforestation office, private reforestation division, community forestry division, public reforestation division, forest plantation cooperatives
- Organization under community forest division such as community forest, section of regional forest office, provincial forest office, and 16 community forest study and development center.

2) Frequency of up-data and quality of information

- High frequency because of data using rate is high so the staff are very active in updating data.
- Every 6 months or year
- Good, a working manual released
- There are limitation of collecting and analyzing data (late?)
- Quality of information is standardized and can be utilized
- Must be improved and developed to meet the needs of people. Especially tree species which people and farmers are interested in.
- The quality of information is good, has upgraded data.

Q14 Please evaluate to what degree the output 2 "sustainable forest management techniques in small-scale plantation are improved" has been achieved, by using the indicators set up to measure the performance of this output.

1) Recognition and application of new techniques by farmers

- Yes, because farmers have an expectation from tree planting
- Farmers learned more about planting, tending and utilization, so it should be the sustainable forests management in target area and a number of the planters will be increased.
- Nursery management and Tree Planting techniques
- Plantation management
- wood value added and utilization in small wood production
- Agroforestry techniques
- Technique materials are in English, have to translated into Thai for farmers
- Most of farmers acquired knowledge and techniques and apply to their plantation
- The number of farmers who used the pruning techniques or thinning techniques
- Planting and tending techniques

2) Formation of demonstration forests by using new techniques

- The indicators should be production per rai, or additional income in some site area.
- Species trial and tree improvement
- Quality and Quantity of seedlings
- Integrated and agroforestry approaches
- Sustainability Plantation
- Use an experiment field as a new style demonstration for pruning and thinning
- We can set demonstration plot in former area that is mode management
- The new techniques must not be more complicated, the local wisdom must be consider and applied in formation of demonstration forest.
- Using agroforestry techniques

Q15 Please evaluate to what degree the output 3 "Information and techniques on the forest management are introduced to the residents through the RFD and its network activities" has been achieved, by using the indicators set up to measure the performance of this output

1) Satisfaction of farmers (to what extent the training met farmers' needs)

- Farmers are interested in questioning
- Request for training by farmers
- Training monitoring about how they apply knowledge into practice
- Monitoring about how may businesses have expand (emerged?), what percent of enlarging or how much their additional income is increased.
- Farmers needs field practices and study tour

- very satisfied
- Most of them satisfy and the training meets farmers needs
- Farmers understood the objectives of extension activities of the project and satisfied with many techniques that they have learned.

2) Number of new training conducted and variety of training participant

- Organized more training courses from PDM(?)
- Government services, NGOs, Forest Farmer Group, Youth, Seller and Buyer
- A few
- Various trainees, appropriate
- Analyzed data of training evaluation of each course, studying the feedback, and try to make effective continuous improvement. Detailed description in OVI column is not completed report.
- The variety of training participants should be increased. Now most of the training participants are the farmers. The target group should be expanded to house wife groups, adolescent and community forest group, etc.

3) Increase of extension activity focused on forest management

- Lack of clear information and data so should have more cooperation in data improvement and data analysis
- More budget will be allocated for public relations, mobile unit, farmers forum and media printing
- Agree
- Appropriate
- Agroforestry system and thinning operation
- Should promote more activities of public participation by organizing more farmer forum

4) Farmers know the project

- More farmers acknowledged about the project
- Yes, but there are some yet.
- Agree in principle
- Fair
- The number of members, farmers who receive Newsletters
- Farmers realize and know about the project

5) Increase of tree planting

- Tree farmers are increasing along with planting area
- Needs more quality and quantity of seedling
- Agree
- Planting more in some areas
- Forest plantation area would be shown in OVI column.
- The planting area is increased.

Q16 Please feel free to give comments on the Project, issues and lessons related to the Project, or the problems that should be solved.

- Short-term experts report should be submitted in paper and distributed to every center including related personnel.
- The allocation of budget and technical assistance should be increased
- Number of CP training in Japan should be increased 4-5 CP/year
- Delegation of technical exchange in ASEAN country is very important for the project because its similar to species and forest type.
- Short-term experts should be good in communication with Thai staff, education level should not lower than bachelors degree or prefer to master degree. Age should be 40 years or older.
- Concerning personnel at every level should understand objectives and intend to work. Moreover every level of administrator should support by making nice and having same vision.
- An accuracy of measurement as well as evaluation in open system strongly require the reliable data in objectively verifiable indicator. Please keep in mind that we will not reach our goal if we do not look back and take our corrective activities. However, we desire more cooperation and coordination from REX Project.
- Public participation of every level should be increased
- Coordination among each organization should be promoted and improved

Results of Questionnaire to CPs

Q1	What is your evaluation on the current degree of the achievement of the Project?	(No of respondents)	<p>4 higher level 0</p> <p>3 level as planned 12</p> <p>2 lower level 0</p> <p>1 not reached at all 0</p>	
Comments				
	Comments on answer 3		<ul style="list-style-type: none"> - Overall, the scheduled activities in plan of operation are finished as scheduled. FMI - Operation follows to PO and APO in all activities FMI - Activities follow to plan of operation. Farmer get knowledge to practice. FMT - Increasing forest area including private plantation TE - Setting up model area and tree planting farmer group TE - Increasing tree planting by using knowledge from training and study tour and applying to the farmers' area TE 	
				TE
			<ul style="list-style-type: none"> - Acceptance from farmers. They permit CP to operate activities in their own area and transfer knowledge to neighbors - People interested in reforestation TE - Wood utilization is effective and increasing TE 	
Q2	What is your self-evaluation on the current degree of the achievement of the part you have been involved?	(No of respondents)	<p>4 Higher level 1</p> <p>3 level as planned 10</p> <p>2 lower level 1</p> <p>1 not reached at all 0</p>	
Comments				
	Comments on answer 3		<ul style="list-style-type: none"> - Farmers accept in our suggestion and recommendation and welcome our project to set experiment plot in their own area, and put their knowledge to practice FMT - I have participated in planning and can work through PO TE - In charge of chief of FMI section, we have cooperation with Japanese experts in FMI section and meeting with chiefs of FMI sections of every center for setting the direction and framework and working every activities in same way. FMI 	
			<ul style="list-style-type: none"> - Our success comes from cooperation from all sections. We can proceed our activities in farmers area of model area and farmers accept us. Cooperation among 3 sections and cooperate with farmer usually. FMT 	
			<ul style="list-style-type: none"> - Trainees acquired knowledge to utilize in their own plantation. TE - We improved techniques by transferring it from experts and our knowledge to use in working. FMT 	
	Comments on answer 2		<ul style="list-style-type: none"> - There were a few activities delayed but did not affect overall achievement. FMI 	
Q3	What do you think are the major factors that facilitated and/or hampered the achievement of the Project to date?			
	Promoting factors	(No of respondents)	<ul style="list-style-type: none"> 5 A good cooperation between Thai side and Japanese side 3 Technical cooperation from JICA 3 Budget support from JICA 3 Personnel support and budget from RFD 3 Cooperation among all staff are good and they are highly motivated working in this project. 2 A good cooperation among each section 2 Equipment is effective and modern. Therefore our work is operated smoothly and quickly. 1 Good condition of equipment 1 Project staff has knowledge, ability, experience and full contribution 1 Japanese long-term experts include Thai counterparts and staff 1 Assistance from Thai government and JICA 1 Present condition and farmer needs 1 Working plan and direction are clear 1 Budget management 1 Cooperation from Center Chief 1 Government policy 1 Cooperation among concerned personnel such as government officers, farmers, and NGOs 1 PO is clear 1 Resources such as manpower and financial resources 	
	Hampering factors	(No of respondents)	<ul style="list-style-type: none"> 3 Limitation of budget 2 Limitation of manpower 2 Because activities in technique section is research activities and take long time to do activities, results of some activities can only produced as progress report, and cannot conclude yet. 	
			<ul style="list-style-type: none"> 1 Equipment in the information section was obsolete. Basic skill of personnel was initially low so could not operate the application effectively. 1 Farmer and planter are poor 1 Economic condition 1 Staff in some position were transferred and could not work continuously 1 Forest knowledge of target group is not enough. 1 Needs of target groups are different from each group. 1 Network is not strengthened to run project activities yet. 1 Taking long time to get benefit (from tree planting?) 1 Budget delayed 1 Not well coordination 1 Different language so sometimes misunderstanding happened 1 Regulation and law are limited to farmer or planter 	

I Market

Q4 Do you have good understanding of the project framework described in PDM? Please indicate the factors affecting your understanding of the PDM.

		(No of respondents)	
4	very good	1	
3	good	7	
2	not good (but in Thai, translated as "fair")	4	
1	poor	0	

factors

Comments on answer 3	<ul style="list-style-type: none"> - Project propose, result, factor and Forest Management Information and Technique have transferred to people through RFD and network activities - At the beginning of project, the meeting was held and discussion for understanding of PDM and direction of work in REX II among counterparts. - Workshop was arranged for project staff to improve their knowledge and skill in working - Participating in making PDM - Objectives are clear - Participating in assigning work - Try to understand and solve problem when we face it so we have to make clear in PDM often. - Meeting among section (every center) - Center meeting - Suggestion from expert - Attending project, and set PO in all activities - Target is clear
Comments on answer 2	<ul style="list-style-type: none"> - Clearly target goal was in each activity - Indicator of each activities are clear and easy to understand.

Q5 Do you use the monitoring sheet (or equivalent to monitoring sheet which enables the project to check the progress of daily works)?

		(No of respondents)
3	Yes, use and check the monitoring sheet regularly or often	5
2	Yes, I check the monitoring sheet when necessary	6
1	No, I do not use it	1

Q6 What is the most effective or useful skills/techniques, or knowledge acquired through the cooperation? Please write three effective ones

- | | |
|-----|--|
| FMI | <ul style="list-style-type: none"> - Working plan, work operation and cooperation to achieve an objectives of activities - Good cooperation among staff - Task assignment and management skills - one person could not do more than one job - Quality of work is increased - The skill of information section was improved, so that our work now is operated smoothly and efficiently. - Knowledge and skill have transferred to farmer and interested people - Staff training to develop their skills such as database management training - Cooperation with short-term experts in survey activities such as market survey and socio-eco survey - Expert gave some suggestions to staff and they learned a lot from observation on working (OJT). |
| FMT | <ul style="list-style-type: none"> - Nursery techniques - Planting and tending techniques - Database system - Plantation management - Forest management techniques - Good quality of seedling resources seeking - Suggestion from experts on pruning, thinning - Equipment is modern and convenience to use - Training about activities that we have to do - Collection and analysis of data for operation - Training and extension of knowledge transfer, share idea, share attitude - Increasing skill in plantation management to farmer |
| TE | <ul style="list-style-type: none"> - Forest management in small-scale plantation such as pruning thinning. - Database system with Access program - Not only lectures but also many workshops and study tours are included in training programs, which made the training effective. - Collecting and analyzing data to identify working process - Training style and method, knowledge extension - Giving skill of plantation management for farmers |

Q7 Do you think you will be able to fully utilize the skill or knowledge currently transferred through the project even after the cooperation is ended? If not, what skill or knowledge do you think you cannot fully utilized?

		(No of respondents)
4	fully utilize	2
3	most of them	5
2	some of them	5
1	have problem in utilizing	0

The skills or knowledge that cannot be utilized

- | | | |
|----------|--|------------------|
| Answer 3 | <ul style="list-style-type: none"> - Some part of knowledge and skills cannot be utilized if we lack sources that support in effective utilization | FMI |
| | <ul style="list-style-type: none"> - Some technical equipment such as computer - Skills and knowledge from short-term expert did not transferred to us because time was too short. - Equipment concerning technology such as computer | TE
FMT
FMT |

- Answer 2
- Organization structure will be restructured and some staff member will be transferred. Therefore the knowledge and skill transferred through this project may not be remain in centers. FMT
 - Forest management techniques such as pruning, thinning, because we do use seldom. TE
- Q8 Do you think you will be able to transfer the skill and knowledge obtained through the project to others (such as other extension centers or new personnel) by yourself after the cooperation is ended? If not, what skill or knowledge do you think you will not be able to fully transfer, and why?

	(No of respondents)
4 fully transfer	2
3 most of them	5
2 some of them	5
1 not able to be	0

The skill or knowledge that you will not be able to transfer, and the reasons

- Answers 3
- Computer TE
 - Equipment concerning technology such as computer FMT
- Answers 2
- Knowledge, ability, and skill cannot transfer directly therefore we have to practice to become an expert in our field. FMI
 - Organization structure will be restructured and some staff member will be transferred. Therefore the knowledge and skill transferred through this project may not be remain in centers. FMT
 - Forest management techniques such as pruning, thinning, because we do use seldom. TE

- Q9 Do you think type, quantity of the equipment provided by the project were appropriate? Were they arrived at right timings? If not, what was the problem and why it happened?

Type of the equipment	(No of respondents)
4 very appropriate	0
3 appropriate	11
2 not appropriate	1
1 not appropriate at all	0

Quantity of the equipment	(No of respondents)
4 very appropriate	0
3 appropriate	6
2 not appropriate	5
1 not appropriate at all	0

Timing of arrival	(No of respondents)
2 as planned	6
1 delayed	6

Problem and reasons for the problem:

- Equipment is not enough compared with work because FMI section has to manage information and need technology to support it. FMI
- Limited budget. Some equipment is not effective and not enough. Period to get equipment is too late. TE
- To some extent, equipment is not appropriate as requested. Timing of arrival delayed, and was not in time for using. TE
- Quality of some equipment such as digital camera are not the same as requested. TE
- Buying equipment should be confirmed by Thai personnel. TE
- Problem is that quality of equipment is not enough. Some equipment is delayed. FMT
- No. of equipment is not enough and not suitable. Timing of delivery was delayed. FMT

- Q10 Do you think the training in Japan was effective/helpful for you? (scope, contents, period, and timing of training) If not, please write the matter in detail.

	(No of respondents)
4 very effective	3
3 effective	6
2 not effective	2
1 poor	0

Matters in detail:

- Answer 4
- Getting knowledge and experience about economy, society and environment that I can apply to my work. The period was appropriate but should have expanded to get more knowledge. Rest of the time should be arranged more suitable to avoid strain and tired of participants. TE
 - After training, we observed working system in Japanese and discipline. TE
- Answer 3
- I have got experience, knowledge and vision that can motive my working
 - Training in Japan is one experience that we can observe environment, social, economics and technology for adjustment and develop myself and our jobs. FMT
- Answer 2
- Project should increase the number of CPs for training in Japan, if possible more 4 to 5 CPs per year. Instead, short-term experts came more than the number of CP for training in Japan (6-7 persons) FMI
 - Few CP attended training in Japan, while short-term experts came to Thailand more. TE

- Q11 How much has the project had impact on you and your work? Please choose one appropriate answer below.

Your workload:	(No of respondents)
1 Increased very much	6
2 Increased to some extent	6
3 same as before	0
4 reduced	0

Your motivation:		(No of respondents)
4	Increased very much	5
3	Increased to some extent	7
2	same as before	0
1	reduced	0

Your confidence		(No of respondents)
4	Increased very much	4
3	Increased to some extent	8
2	same as before	0
1	reduced	0

Q12 Please feel free to give comments on the Project, issues and lessons related to the Project, or the problems that should be solved.

- FMI section need to use many technology to manage information. If we get support in any ways including personnel and budget continuously, we will be able to achieve our goal. FMI
- Expert in the Forest Management Information is not his original field. CPs cannot have effective advices or suggestions from them. FMI
- Working period of short-term experts was too short. For this reason, some skills could not be transferred effectively. FMT
- Japanese expert and CP should have cooperation closely. Expert should have experience and more skill and knowledge in their field. FMT
- Project should produce good quality seedling to distribute to farmers. When they cultivate our seedling, it should make them satisfied and lead to sustainable forest in the future. FMT
- Technical assistance especially for short-term experts should be done by Thai people in specific field. Long-term experts should have intensive knowledge in specific field to give suggestion to CPs. TE
- Submission of final report of short-term experts and long-term expert should be completed on time for utilization in our project effectively. TE

Q13 To what degree do you think the linkage among the Reforestation and Extension Centers has been established through the Project to date?

		(No of respondents)
4	established better	0
3	established as planned	0
2	To some extent	3
1	not established as planned	1

Comments on 1 - LAN system should be established urgently.

Q14 Please evaluate to what degree the output 1 "forest management information is accumulated at RFD" has been achieved, by using the indicators set up to measure the performance of this output

1) Effective usage of data (list of agency for data inquiring)

- Ex-trainees and center's network membership
- REX information center
- Regional Forest Office
- Provincial Forest Office, Entrepreneur, NGOs and farmers
- Tree planters, entrepreneurs, and private agencies
- Regional Forest Office and provincial Regional Office in their responsible area.

2) Frequency of up-data and quality of information

- Should have short term expert in the field of information management for developing in database system
- Appropriate(?)

Q15 Please evaluate to what degree the output 2 "sustainable forest management techniques in small-scale plantation are improved" has been achieved, by using the indicators set up to measure the performance of this output.

1) Recognition and application of new techniques by farmers

- New techniques are accepted and adopted by farmers
- We will use new techniques in setting up demonstration forest
- Pruning
- Thinning
- Acceptance from farmer. They do some activities following our suggestion on techniques.
- Plantation management such as pruning and thinning
- Wood utilization

2) Formation of demonstration forests by using new techniques

- Demonstration forest plant tree which have improved genetic.
- Set up experimental plot in farmers area
- Set up demonstration plot using techniques (planting management) for practice
- Set up demonstration plot in agroforestry system

Q16 Please evaluate to what degree the output 3 "information and techniques on the forest management are introduced to the residents through the RFD and its network activities" has been achieved, by using the indicators set up to measure the performance of this output.

1) Satisfaction of farmers (to what extent the training met farmers' needs)

- Trainees are interested in training of each curriculum judging from training evaluation questionnaire
- Very much, according to the evaluation and follow-up
- Satisfaction of farmers toward training period : 92%
- Document using in training :97%
- Usefulness of document: 97%
- Inform about training : 87%
- Inform result of participant selecting : 95%
- Working process and coordination of staff : 97%
- Audio visual aid :97%
- 90% of participants are interested in the course and 80% are satisfied with the course

TE
TE
TE
TE
TE
TE

2) Number of new training conducted and variety of training participant

- Variety of trainees disseminated their knowledge acquired in attending training
- REX II has at least 2-3 training courses to serve the farmers' needs. Most of stakeholders are the participants.

- 10 groups

- Participants including member of sub-district administration organization, tree planting farmers, teachers, members of plantation cooperatives, village chief and community leaders

- Number of training group and variety of training participant are appropriate

TE

TE

3) Increase of extension activity focused on forest management

- After training, farmer will apply their knowledge in their own plantation and transfer to community also.

- Various types of extension activities help farmers

- Activities such as farmer session, field visit, mobile unit team, conducting training

4) Farmers know the project

- Only the farmers where C4 is responsible know about the project in detail.

- The members of partnership and farmers' network have known the project. The various groups of visitors at model area and center increase their understandings.

- Training 10 groups, 394 participants, conducting mobile unit team 9 times, 250 participants, farmer session 90 participants, 5 reforestation units, extension network

- Farmers know the project after training 100%

5) Increase of tree planting

- According to RFD information, year 2001 found that forest area is increased.

- Very much. 500,000 seedlings have been distributed to farmers in the model area every year. However, these numbers of seedlings could not meet their needs completely.

- Increase of tree planting esp. in model area (76 people and 83,735 trees), accepting agroforestry

- Farmers are planting more but there are soil and water resource problems in dry season in some areas.