

添 付 資 料

1. 協議議事録(M/M)(終了評価調査時 2006年12月14日付)
2. 達成度グリッド(和文)
3. 評価グリッド(和文)
4. C/Pの能力向上の自己評価結果まとめ
5. アンケート結果まとめ(プロジェクト実施関係者およびセミナー参加者)

MINUTES OF MEETING
 BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM
 AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE ARGENTINE
 REPUBLIC ON JAPANESE TECHNICAL COOPERATION
 FOR THE NATURAL ENVIRONMENT CONSERVATION PROJECT
 IN THE IGUAZU AREA

The Japanese Terminal Evaluation Team (hereinafter referred to as 'the Japanese Team') organised by the Japan International Cooperation Agency (hereinafter referred to as 'JICA'), headed by Mr. Kenichi TAKANO, visited the Argentine Republic from 29 November to 16 December, 2006, for the purpose of conducting a terminal evaluation of the Natural Environment Conservation Project in the Iguazu Area (hereinafter referred to as "the Project").

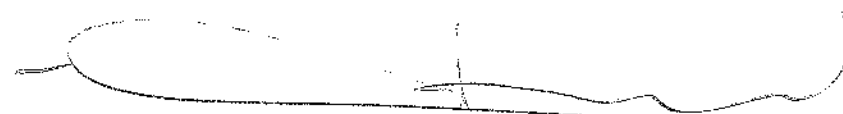
This evaluation was conducted by forming the Joint Evaluation Team (hereinafter referred to as "the Team") with the Argentine Evaluation Team. As a result of a series of surveys and discussions, the Team agreed to forward to respective Governments an Evaluation Report, which is referred to in the attached here to.

Done in duplicate in Spanish and English, each text is equally authentic. In case of any divergence of interpretation, the English text shall prevail.

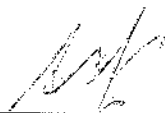
Puerto Iguazu, Republic of Argentine, 14 December, 2006



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REPORT ON THE JOINT EVALUATION
OF
THE NATURAL ENVIRONMENT CONSERVATION PROJECT
IN THE IGUAZU AREA

1. Introduction

The Natural Environment Conservation Project in the Iguazu Area (hereinafter referred to as "the Project") started in April 2004, and Japan International Cooperation Agency (hereinafter referred to as "JICA") will cooperate until March 2007. Three (3) months prior to the Project completion, the Joint Evaluation Team (hereinafter referred to as "the Team") was formed for this Terminal evaluation.

1-1. Objectives of the Evaluation

The evaluation activities were performed with the objectives as follows:

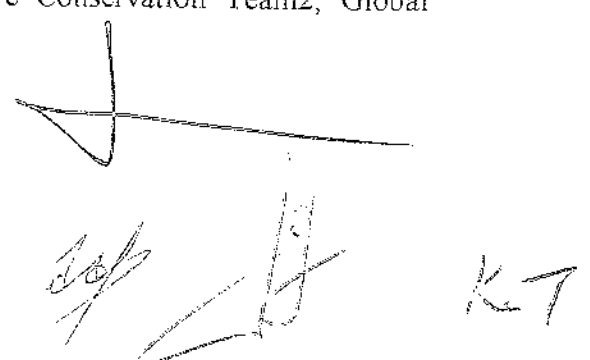
- (1) to conduct a comprehensive evaluation of the achievements of the Project in accordance with the original plan described in the Record of Discussion, signed on Dec 19, 2003 (hereinafter referred to as "R/D") and the revised one in the Minute of Meetings on Dec 22, 2005;
- (2) to verify the achievements at the completion of the Project from the viewpoint of implementation process and five (5) evaluation criteria (explained later in this document) ; and
- (3) to make recommendations and lessons learnt on the Project for future project activities.

1-2. Members of the Joint Evaluation Team

The Team consists of the following members.

(1) Japanese members

- (a) Kenichi TAKANO (Leader)
Executive Technical Advisor to the Director General of Global Environment Department, JICA
- (b) Masahiro ITO (Planning and Evaluation)
Senior Program Officer, Forestry and Nature Conservation Team2, Global Environment Department, JICA
- (c) Mitsue MISHIMA (Evaluation Analysis)
Consultant
OPMAC Corporation



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(2) Argentine members

(a) Hugo CHAVES

Coordinator, Yacuy Office, Iguazu Nation Park Administration (APN)

(b) Esteban ARZAMENDIA

Provincial Ranger, Iguazu Delegation, Ministry of Ecology, Renewable Natural Resources and Tourism, Misiones Province (MERNRyT)

(c) Luis RANDON

Advisor to Comandante Andresito Municipality (MCA)

1-3. Schedule of Study

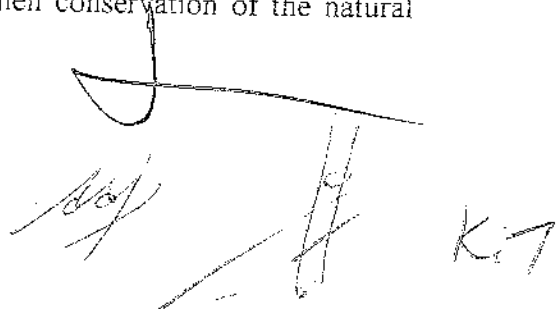
The detailed schedule of the terminal evaluation study is attached as Annex 10.

2. Outline of the Project

The Iguazu Region, which is located at northern border with Brazil and Paraguay, has the richest natural ecosystems on a basis of abundant rainforest internationally known as the Parana Forest. However, the valuable natural asset is threatened by the inadequate human activities such as expansion of farming area and not sustainable use of natural resources. Under such condition, the technical cooperation project, the Natural Environment Conservation Project in Iguazu Area (hereinafter referred to as 'the Project') has been implemented since 1 April 2004, based on the R/D including the Project Master Plan.

At the time of mid-term evaluation in August 2005, JICA reviewed the achievement of the project activities and made a recommendation on revision of the Project Design Matrix (hereinafter referred to as 'PDM'), then the revised PDM (Annex 1, hereinafter referred to as 'PDM version 2') was finally agreed with definitions of terms and indicators in the PDM and Terms of References (hereinafter referred to as 'TOR') of each organizations in December 2005.

As indicated in PDM version 2, the Project purpose is 'To develop officers' capacity for management of the natural environment of the National Park Agency (APN), Ministry of Ecology, Renewable Natural Resources, and Tourism of Misiones province (MERNRyT) and Andresito municipality in the Project area'. Furthermore, the overall goal of the Project is 'To improve the management and the utilization of Iguazu National Park and the public sanctuary, and to strengthen conservation of the natural environment in the Green Corridor'.

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The outputs of the Project confirmed in PDM version 2 are:

- (1) To share and utilize information and data on the natural environment among the relevant organizations and to utilize them for natural environmental management;
- (2) To upgrade the capability of the C/Ps in promoting the dissemination and educational activities on natural environment protection targeting local citizens in the project area and tourists; and
- (3) To accumulate the knowledge and experience of sustainable natural resource utilization through the implementation of a pilot program and transfer them to local community.

3. Methodology of Evaluation

3-1. Process and Methodology of Evaluation

The Terminal evaluation was carried out by the Team consisting of both from Japanese and Argentine sides whose members can be found in aforementioned "1-2. Members of the Joint Evaluation Team". In the first step of the evaluation, the Team reviewed the progress of the activities, the achievements of the Outputs, and the probability to attain the Project Purpose and the Overall Goal of the Project with reference to PDM version2 (Annex 1). Simultaneously, the present situation was analyzed and evaluated based on the five (5) criteria for evaluation, i.e. "Relevance", "Effectiveness", "Efficiency", "Impact", and "Sustainability", which are found in 3-2 below. In the process, achievement grid and evaluation grid, which are found in Annex 2 and 3 respectively, were filled in with the information collected through review of the Project reports and other related documents, interviews with the C/Ps, JICA experts and participants from C/P organizations in seminars or workshops held by the Project, and site observation.

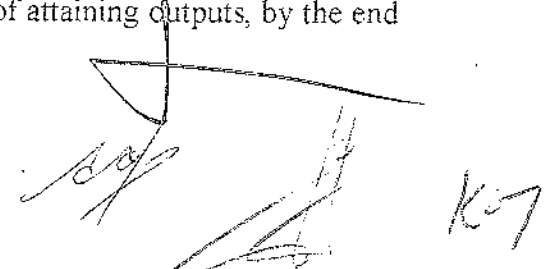
3-2. Five (5) Criteria of Evaluation for Analysis

(1) Relevance:

Relevance of the Project is reviewed as the validity of the Project purpose and overall goal in connection with the policies of Argentina and Misiones province, especially on development and environment conservation, the needs of the C/P organizations, and needs of the local communities, i.e. Andresito municipality. Simultaneously, correlation with JICA policies was also confirmed in the process.

(2) Effectiveness:

Effectiveness is assessed by evaluating the extent to which the Project has achieved or will achieve the purpose as a result of attaining outputs, by the end of the Project

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(3) Efficiency:

Efficiency of the Project implementation is analyzed by reviewing correlation between inputs and outputs. In the process, timing, quality and quantity of inputs, linkage and/or duplication between the Project and other JICA projects working in similar fields, if any, and/or those of other donor organizations were reviewed.

(4) Impact:

Impacts of the Project activities are identified by focusing both on positive and/or negative, direct and indirect impacts caused or to be caused by the Project, which had not been originally expected in the Project plan.

(5) Sustainability:

Sustainability of the Project is evaluated on political, administrative, organizational, financial, and technical aspects with consideration of the extent to which the achievement of the Project will be sustained and expanded after the assistance period.

4. Project Performance and Implementation Process

4-1. Accomplishment of the Project

Accomplishment of the Project was measured in terms of inputs, activities, outputs, the Project purpose, and Overall goal. The results are shown in Annex 2 Achievement Grid.

4-2. Inputs

(1) Japanese side

(a) Experts

(i) Short-term experts

Twenty nine (29) person/times of short-term experts in total, as of December 2006, have been dispatched in the following fields:

- Social Development / Project Manager
- Conservation of the Natural Environment
- Ecotourism
- Protected Area Management / Project Coordinator
- Environment Education
- Participatory Management of the Natural Resources

The detailed list of Japanese experts is contained in Annex 4.

(b) Provision of machinery and equipment

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Machinery and equipment listed in Annex 5 have been provided as major items as of December, 2006.

(c) Training of Argentine counterpart personnel in Japan

Eight (8) of Argentine counterpart staff have participated in short-term training courses by December 2006 as listed in Annex 6. In total four training courses were held in the field of Natural Environment Conservation and Natural Resource Control.

(d) Operational cost of the Project

The Japanese side has provided approximately ¥ 26,937,000 for the operation of the Project as of the end of March 2006, as in Annex 8.

(2) Argentine side

(a) Assignment of counterparts (C/Ps) and other personnel

Total number of twenty two (22) counterpart personnel of working group and Joint Coordination Committee (JCC) members including six (6) counterpart personnel, target for capacity development evaluation, (hereinafter referred to as 'main C/Ps') is assigned for the Project as of December 2006.

List of the C/Ps is shown in Annex 7.

(b) Budgetary allocation (Local cost)

Argentine side has allocated approximately \$450,000 for the Project by the end of December 2006, as in Annex 8.

(c) Provision of land, building and facilities

Andresito Municipality provided the project office, which was newly built as an annex of the building of Andresito municipality office, and its maintenance cost. MERNRyT provided, with consensus of Andresito municipality, the land for the pilot program implementation. APN provided the land for Yacuy Project office. In addition, facilities and equipment necessary for the Project activities were provided by Argentine side.

4-3. Activities

Activities consist of twelve (12) fields as indicated in the original PDM. The progress of the activities can be found in Annex 2 Achievement Grid:

4-4. Outputs

Accomplishment of each output is as follows. Details are described in Annex 2 Achievement Grid:

Output 1:

To share and utilize information and data on the natural environment among the relevant organizations and to utilize them for natural environmental management

Verifiable Indicators

- 1-1) Plan for management and operation in the field of information sharing and utilization targeting after the Project finished
- 1-2) Number of partnership projects (seminars and workshops) (target: 6) and participants (target: 50 persons)
- 1-3) Number of items and amount of information shared by the implementing bodies (target: 10 items, 10 point-time)

All indicators for Output 1 are mostly achieved at the time of terminal evaluation. With regard to Indicator 1-1), the plan for management and operation for information sharing is being discussed among C/P organizations, and it is expected to be agreed by the end of the Project. For the Indicator 1-2), the Project conducted 9 seminars and workshops, more than the target number 6.

Output 2:

To upgrade the capability of the C/Ps in promoting the dissemination and educational activities on natural environment protection targeting local citizens in the project area and tourists

Verifiable Indicators

- 2-1) Number and quality of improved and/or formulated programs (target: 2 for promoting dissemination; 3 for environment education)
- 2-2) Number and quality of improved and/or prepared dissemination and educational materials (target: 12 for dissemination; 2 for educational use)
- 2-3) Performance in implementing dissemination programs and environment education programs (target: 7 cases for dissemination; 17 cases for environment education with 90 participants)
 - 2.3.1 Cases that the C/Ps implemented the programs without support of JICA experts
 - 2.3.2 Cases that the C/Ps implemented the programs without support of JICA experts

The Project achieved all indicators for Output 2. As for Indicator 2.3.1 and 2.3.2, there are total four activities conducted by C/P officers by themselves for the year 2005 and 2006,

Output 3:

To accumulate the knowledge and experience of sustainable natural resource utilization through the implementation of a pilot program and transfer them to local community.

Verifiable Indicators

- 3-1) Proposals for facilitating eco-tourism after the Project finished
- 3-2) Number of participating organizations (target: 8 in 3 categories) and individuals (target: 90 persons) in the pilot program
- 3-3) Number of items of data collected from the pilot program (target: 6 items)

All indicators for Output 3 are mostly achieved. Indicator 3-1), MERNRyT formulated

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the business plan for the Ecolodge, however, details in management issues of Ecolodge were not agreed among three C/P organizations. It is expected to be agreed by the end of the Project.

4-5. Project purpose

Accomplishments of the Project purpose are as follows.

Project Purpose: To develop officers' capacity for management of the natural environment of the National Park Agency (APN) and state government (MERNRyT) and Andresito municipality in the project area
Verifiable Indicators 1) At least two (2) C/Ps have become capable of carrying out the tasks related to each of six (6) items necessary for natural environment management without support of JICA experts. 2) Degree of capacity of the management of the natural environment of APN personnel 3) Degree of capacity of the management of the natural environment of the MERNRyT personnel 4) Degree of capacity of the management of the natural environment of the Andresito city officers

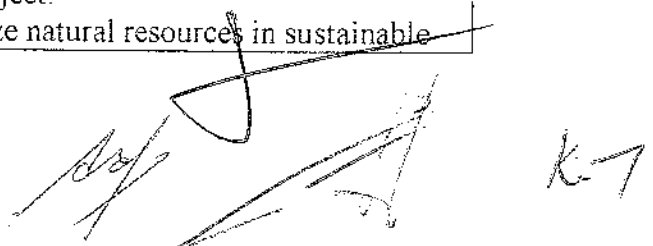
The Project achieved all indicators for the Project purpose. All target C/P officers, for capacity development defined by the Project, these indicators, gained new skill and knowledge and applied them to their work through the Project. Accordingly, the Project contributed to their capacity development. Each personnel has improved their capacity in a different way because of the diversity of their work.

It should be noted that other officers in C/P organizations also developed their capacity through seminar and workshop participation.

4-6. Overall Goal

Accomplishments of the Overall goal are as follows.

Overall goal: To improve the management and the utilization of Iguazu National Park and the public sanctuary, and to strengthen the conservation of the natural environment in the Green Corridor.
Verifiable Indicators 1) Coverage and connectivity of the forest surface are maintained in the project area five years after the termination of the project. 2) Number of eco-tourism activities, which utilize natural resources in sustainable



- ways and put little impact on its environment, are increased five years after the termination of the project.
- 3) Survey for collecting information and its updating are undertaken about natural environment in the target area.
 - 4) Activities such as awareness-raising, environment education, and eco-tourism are carried out based on the results of the survey for conserving natural environment.

At the time of terminal evaluation, although still being limited number, some activities toward the Overall goal in eco-tourism and environment education are already emerged and C/P officers show their will to continue their activities. Therefore these activities will probably be continued after the Project completion. C/P officers show intention to continue to update the Survey, at this moment. All these indicators are necessary to be defined clearly for the post evaluation; therefore, current situation and some suggested target indicators are discussed in Annex 2.

5. Results of Evaluation

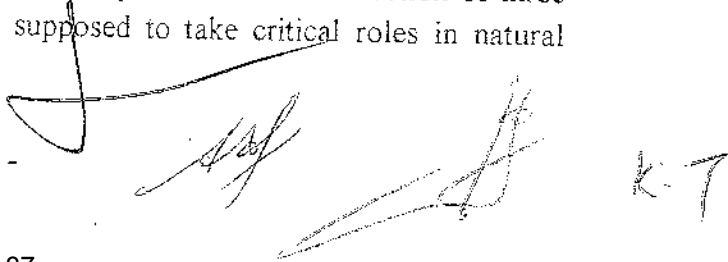
(Details are described in Annex 3 Terminal Evaluation Grid of the Project)

5-1. Relevance

The Project is highly consistent with the policies and needs both at national, provincial, and municipality levels. Argentina has ratified the Convention on Biological Diversity and other related international treaties to conserve its natural environment, which placed importance on Iguazu National Park is one of the priorities for the country to conserve its nature. The National Park Agency of Argentina (APN) has a policy on the buffer zone management and started concrete actions on this issue as seen in new task assignment to the officer for developing cooperative relationships with local communities adjacent to the Park for conserving environmental protection. MERNRYT seeks for integral natural environment management in economic, social, and ecological aspect. In this sense, promoting ecotourism and capacity development through environmental education program are discussed in their policy. Andresito municipality has also recognized potential as well as needs to promote ecotourism, economic activities by utilizing natural environment in a sustainable way, and environment education for local people.

The Project is in accordance with Japanese ODA policy, which addresses cooperation for capacity development on conservation of natural environment protected area, under one of ODA priorities "commitment to global issues". In this context, conservation of natural environment is mentioned as one of the five (5) prioritized fields of JICA's Development Assistance Plan for Argentina.

As for project design and approach, these were adequate in term of selection of three level of C/P organizations, since these are supposed to take critical roles in natural

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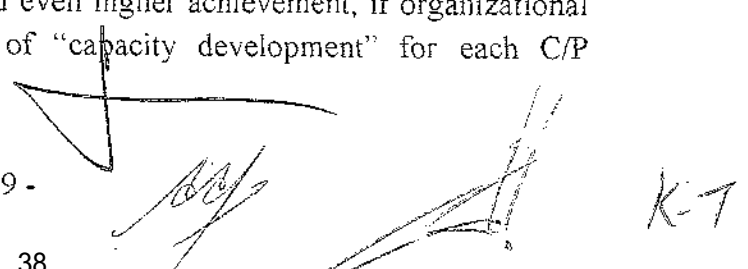
environment conservation in the Project area. On the other hand, this approach could have been examined from a viewpoint of project management and implementation and then incorporated them into logical framework of the Project. Original Project Design Matrix (PDM) have some deficiency in terms of specific and well defined indicators and logical connection between Project objective and outputs. If these points were articulated in the design properly at early stage of the Project implementation, activities could have been more focused, consolidated, and organized logically toward the Project purpose. Methodology of skill and knowledge transfer primly to the key target C/P officers, and secondary or in parallel to other officers in C/P organizations, was considered to be reasonable in the time framework of the Project, however, it would be better if it were examined based on the organizational analysis and set clear strategy for this scheme.

5-2. Effectiveness

The Project has attained its indicators through activities and outputs achieved. The C/P personnel assigned by the three (3) C/P organizations, i.e. 6 personnel defined by the Project (2 personnel from each organization), have improved their capability through the Project. According to their self-evaluation by C/Ps and evaluation made by Japanese experts before and after the Project, almost all of them improved their capacity for all items. At the time of terminal evaluation, they can do the activities by themselves or with little support by Japanese experts. Capacity development of these officers was also verified by some other personnel in three C/P organizations. It is evident that they also have willingness in coordination and implementation of the Project activities, as they have already developed the environmental education activities based on their experience through the Project for their own initiatives from the second year. Dissemination workshops targeted local residents were planned and coordinated by target C/Ps.

Other than target C/P personnel for capacity development defined by the Project, personnel in three C/P organizations also learned from some seminars and workshops. For example, participants number of information sharing seminars/works. In terms of information sharing seminar, there were 55 participants from three organizations (MERNRyT:26, APN:22, MCA:7), approximately target number 50 personnel. According to the questionnaire survey to other personnel in C/P organizations, mainly to rangers, who participated in seminars and workshops, they are in general satisfied with the content and they applied their knowledge from the Project to their work.

The achievement of Project objective was envisaged and promoted by all efforts made by the Japanese and Argentine side, especially after the mid-term evaluation. On the other hand, the Project might have attained even higher achievement, if organizational analysis was conducted in the context of "capacity development" for each C/P

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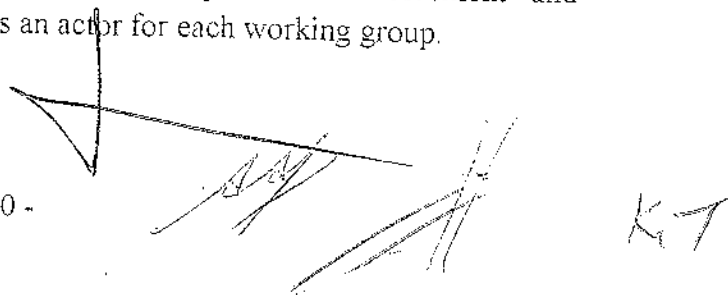
5-3. Efficiency

The activities were conducted mostly on schedule by the time of terminal evaluation although there was some delay in timing of inputs and some decision making in the first half of the Project period.

Inputs from Japanese side were found mostly appropriate in quantity, quality, and timing of provision and installment. Field of specialty in the context of the Project objective, it could have been suggested the necessity of one capacity building / institutional building expert to coordinate three C/P organizations. In this aspect, Japanese experts made efforts to coordinate and supplement in this field during the Project period. There was some delay in coordinating activities due to language barrier and lack of communication infrastructure in the first year and in construction of Yacuy project office in second year due to administrative procedure both Japanese and Argentine side. These delays were, however, recovered by the efforts made for expansion activities by both sides.

Inputs from Argentine side was also found in most cases properly made in quality and timing with the personnel assignment, provision of the land for pilot program implementation, provision of two project offices which were newly built as an annex of the Andresito municipal office and one part of Iguazu National Park Office in Yacuy. There were some cases to be improved in financial and personnel allocation on proper timing due to aforementioned insufficient communication and collaboration between JICA experts and the Argentine side, especially in the beginning of the Project. Limitation on the number of the C/Ps stationed in dispersed locations has decreased efficiency of the Project implementation to work closely each other. When compared with the time of inauguration of the Project, the situation was much improved by communication infrastructure development, increase in the numbers of capacity development target C/Ps, and financial support by the Argentine side.

In response to mid-term evaluation recommendation, both Japanese side and Argentine side took some actions to strengthen the implementation structure in the latter half of the Project. Function of Working group of the Project is, however, primarily information sharing among C/P organizations, thus it could be defined the role of each involved officers and commitment. In this sense, it would have been better to define the function of working group as a driving force for project activity implementation. For this purpose and the range of activities developed by the Project, it was necessary to have more number of main C/P officers and also profound involvement and coordination of director level of personnel as an actor for each working group.

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5-4. Impact

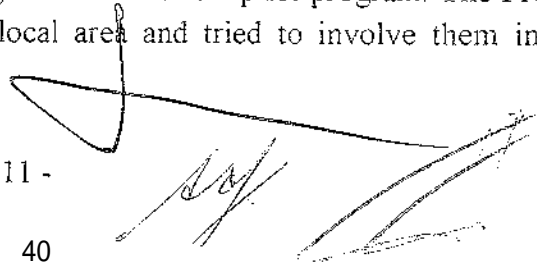
At the time of terminal evaluation, some activities in environmental educations and ecotourism are being implemented, although the number is still very limited and it requires much time and efforts to achieve the Overall Goal. Considering the needs for the conservation of main target area, approx. 5,000ha of Peninsula area, the achievement of Project objective, capacity development of the C/P officers is not sufficient. Although there are still further needs for capacity development of all officers involved in target area, it is indispensable to have much participation of local people.

For the purpose of awareness-raising, activities such as environmental education targeting school teachers as key intermediates can contribute to promote consciousness on environment conservation issues among local people. 10 schools were the target of the Project, from a viewpoint of location near to national and provincial protected areas, and it was implemented for this target. The Project envisaged that pilot project would also be one method of enhancing local people's consciousness on environment conservation involving various types of citizens such as shop, lodge, or restaurant owners, construction technicians, i.e. carpenters, teachers and so on. Thus, interest of local people to natural conservation has been growing at the mid-term evaluation. This implies possibility to continue and develop activities.

Participants of the Project activities were not limited only to C/P organization staff and Andresito citizens but also National Border Police, National University of Misiones (UNaM), neighbor city officers, Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) and so on. In this point, the Project presented its experience to other people with a view to the stakeholders in Overall goals, therefore some possibility to expand the activities can be found, however, this must be verified again some years later.

Another impact is currently observed in institutional aspect. In 2005, the Project promoted the establishment of new institution on environmental related activities. One is that Environment Educators Group (GEA), consists of school teachers and rangers, with the objective of expanding the environmental education activities. The establishment of Ecoclub Andresito municipality, one of the offices in nationwide network of addressing environmental issues, was also facilitated by the Project.

Negative impacts were not observed so far since the Project try to mitigate it by paying attention in its approach and activities. For example, the Project attempted to address the balance on interest conflicts between the natural environment conservation and development of economic activities through the eco-tourism pilot program. The Project also considered about cultural issues in local area and tried to involve them in the



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activities as eco-tourism promotion.

5-5. Sustainability

Political and Administrative Aspects

The Project will be sustainable from political and administrative aspect. Green Corridor is the area legislated as conservation area, and three C/P organizations have policy to support for conservation in the area. In addition, MERNRyT has the plan to legislate the Provincial protected area around the Ecolodge with a view to facilitating environmental education activities.

Organizational and Financial Aspects

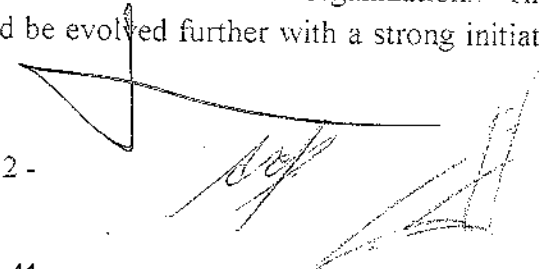
In terms of organizational and financial aspects, during the Project period, all the C/P organizations have been making efforts for personnel assignment and budget allocation for the Project. Recently, MERNRyT and APN have increased number of rangers to improve the protection of national/provincial parks. MCA also increased one information officer in department of environment, tourism, and sport.

Regarding collaboration among three organizations, some institutional settings are made to sustain and develop the activities for the future. For example, on the management of Ecolodge, administrative committee was formed of the Project, which consists of the members of representatives from involved institutions. MERNRyT has taken the responsibility and tourism service cooperative was established to provide a service in Ecolodge.

Cooperative implementation structure of three C/P organizations, newly established in and promoted by the Project, is currently strengthened to respond to clarification on the mechanism for joint or coordinated actions with demarcation and responsibility of the work and budget among C/P organizations. At operation level, C/P officers of three organizations show willingness to cooperate each other. At decision making level, however, it may be difficult to have consensus with all organizations.

Technical Aspects

As for the technical aspect, sustainability can be expected. Because of limited number of personnel who were directly and deeply involved in the project, there are still much needs for dissemination of skills and knowledge within each organization. At the same time, this experience should be further disseminated to outside relevant organizations since the concept and methodology for buffer zone management is highly applicable in other areas in Green Corridor and/or even in the whole country of Argentina. Main C/P officers of each organization have started to develop their activities and disseminate their experience to other staff in organization. These activities have just been initiated and should be evolved further with a strong initiative



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from each C/P organization, in order to have the Project sustainability.

5-6. Conclusion

The Project is highly relevant in terms of consistency with the policy at national, provincial and municipal level in Argentina, with the Japanese ODA policy, and with the needs of the target area. In terms of the Project design, while the selection of C/P organizations is relevant in terms of entailing many stakeholders in relation to the Project, it would have been better to organize activities and outputs in the context of Project purpose.

Given the Project period and difficulty in new challenge for coordinating three C/P organizations, effectiveness is satisfactory level, in respect of upgrading key C/P officers' capacity and motivating them for developing their activities. It might have been even better if the indicators for capacity development were set based on the organizational analysis in the beginning of the Project. Efficiency is moderate due to constraints on communication and number of personnel involved as key actors in the Project, however, the both Japanese and Argentine side made the efforts to improve those issues thereafter.

The Project will likely to have further impacts and sustainability since some activities are emerged by their own initiative before the Project completion. Impacts and sustainability of the Project will be assured if all concerned parties, C/P organizations, local citizens in target area will keep and develop their activities by taking measures to mitigate or minimize negative impacts, under effective coordination/cooperation with outside organizations such NGOs, International donors, other neighboring countries, and so on.

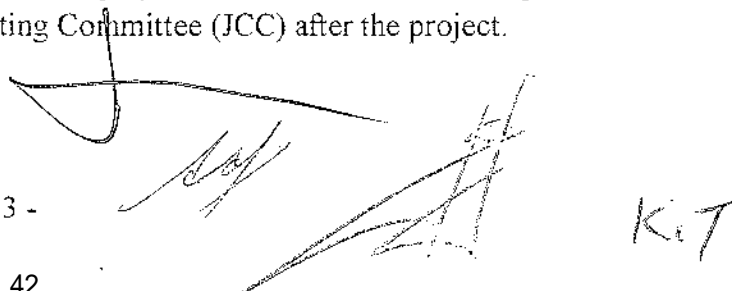
6. Recommendations

Based on the evaluation, the Team suggests the following measures to assure the development and sustainability of Project activities;

6-1. Measures to be taken by the Project completion

(1) Clarification on Cooperation among Tripartite cooperation for the Post-Project

Since the Japanese experts team has played important roles in terms of coordination and management, such roles by the Japanese team should be taken over among three C/P organizations after the termination of the project. Therefore, the Team recommends that C/P organizations should prepare the "Action plan", with consensus of three C/P organizations, not only TOR of each activity but also roles in terms of integrated project management and coordination by the end of the project. Further, it is better to plan coordination meetings as the Joint Coordinating Committee (JCC) after the project.

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(2) Clarification of management system of "Ecolodge"

Regarding the management system of Ecolodge, the outline such as organizing "tourism service cooperative" and setting an advisory committee has been agreed at the moment. However, more details such as decision making system and obligations of the member of the advisory committee, which are critical matters, don't reach consensus among C/P organizations though a proposal has been already submitted by MERNRyT. Therefore, the team strongly recommends that C/P organizations should agree on details in the form of "Action plan" as mentioned above before the end of the project period.

(3) Utilization of the machinery and equipment provided by Japanese side

Utilization of the machinery and equipment is one of important factor for effective implementation of the activities. Therefore, the Team recommends that the Project should agree on their utilization before the end of the project period from a view point of effective and efficient implementation of the project activities. Specifically, responsibility and method of equipment management provided by the Japanese side have to be defined clearly.

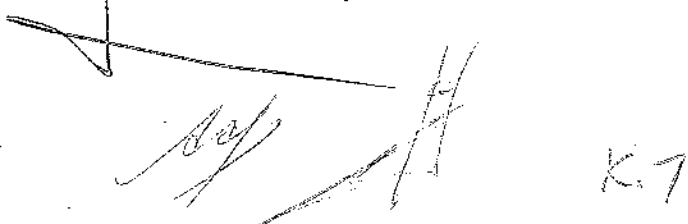
6-2. Measures to be taken after the Termination of the Project

(1) Continuation of each activity

In order to achieve the Overall Goal, continuation of project activities are prerequisite. Data collection and sharing, which is Output 1 in the PDM, is a basis of forest conservation activity. Measures to be taken for the conservation should be chosen and/or modified at times in accordance with sound data and information on variable forest condition and the surrounding situation. Therefore, continuous data collection and its sharing are essential for the conservation. Secondly, as for environmental education which is Output 2, the project mainly has concentrated on capacity development of the C/P and teachers. Therefore, it is necessary to continue and expand it to local people who affect negative impact to the forest. Thirdly, pilot program of ecotourism, which is Output 3, still needs a time to monitor the effectiveness and disseminate accumulated experiences to private sector. Thus, in order to achieve the ultimate goal of each activity, further efforts are necessary to be continued.

(2) Allocation of sufficient budget and human resource

The arrangement in terms of finance and human resource (number and capability) for the post-project is necessary for the continuation of the project activities and achievement of the Overall Goal. However, current conditions are still insufficient for the continuation and expansion of the project activities. Therefore, it is recommended that C/P organizations should strengthen financial and human resource aspects further.

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(3) Developing and Disseminating the Project experience

To each C/P organizations, given limited number of people, it is recommended that each organization should take consideration on key C/P personnel position to promote further their experience.

In order to achieve natural environment conservation in Green Corridor, each organization must strive to maximize the outputs of the Project. It is recommended that each organization should share their experiences internally. At the same time, it is also necessary to disseminate this experience to other relevant organizations such as neighbor municipals, NGO, and other international donors.

(4) Collaboration with other donors and neighboring countries

It is critical to have effective cooperation with other donors and neighboring countries. For instance, data sharing and close communication among neighboring countries namely Argentine, Brazil and Paraguay are effective for the forest conservation because the Parana Forest including the Green corridor encompasses these three countries. Regarding cooperation with donors, there might be probabilities to assure the continuation of the project activities with a variety of assistance by donors. Actually, it is reported that Spanish organization has planned to conduct similar activities in the Green Corridor. It is recommended that C/P organizations should establish close relation with other donors and neighboring countries to achieve Overall goal.

7. Lessons Learnt

7-1. Timing of revision on the PDM

Particularly in case of three years period of the Project, it is better to revise and to set indicators at the earliest time as possible, in the beginning of the Project if the Indicators and narrative summary in the PDM should be changed in accordance to actual operation. It would have been ideal that the PDM was reviewed as in the timing suggested by pre-evaluation of the Project, namely, three months after the Project commencement. Some revision were made and improved at the mid-term evaluation. Considering the project period, however, it is better to review the PDM on major issues in narrative summary and indicators in early stage of the Project.

7-2. Project Management of Tripartite Organizations: National, Provincial, and Municipal level

In the approach to natural environment conservation issues, close cooperation and coordination among all relevant organizations are indispensable. The Project attempted new challenge to establish the implementation structure of three C/P organizations that have different obligations, jurisdictions, amount of budget and its system, scale and

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capacity of human resources, and geographical distance each other. It was easy to imagine that there would be lots of constraints in the beginning. Almost all the indicator have been achieved as planned; however, as a result of the evaluation analysis, lessons learnt for better Project implementation are summarized as follows:

(1) Organizational analysis: for effective cooperation with three C/P organizations

In light of Project purpose "capacity development of C/P organizations' officers", it should be examined based on organizational analysis on three C/P organizations, in two aspects: "intra" and "inter-organization" relationship. Diagnosis of each organization should be made in terms of strength and weakness, officers' job description, their location, internal position, relation with other departments inside each organization, and then overview on opportunities and constraints to develop effective cooperation.

(2) Stakeholder analysis: for cooperation/coordination with other institutions

Outside of the cooperative framework of tripartite cooperation, it was also important to conduct stakeholder analysis on all actors in nature conservation for effective cooperation and coordination.

During the implementation period, the Project strived to cooperate and collaborate with local NGOs and the relevant organization in Brazil through organizing workshops and daily activities. In consequence, those trails greatly contributed to C/P's capacity development and enhancement of their motivations. Therefore, it is desirable that such activities will be adopted positively in similar projects.

(3) Implementation Strategy based on the result of analysis

Based on the analysis on (1) and (2), implementation strategy should be clarified at the outset of the Project. The strategy should clarify the mechanism of implementation structure with specific Terms of Reference (TOR) of each C/P organizations. This strategy, importantly, should preview the measures how to modify the implementation structure when it is not functioned well as supposed.

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List of Attachments

Annex 1 PDM version 2 as of December, 2005

Annex 2 Achievement Grid

Annex 3: Evaluation Grid

Annex 4. List of Japanese Experts

Annex 5 List of Machinery and Equipment Provided by Japan

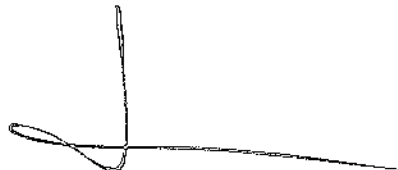
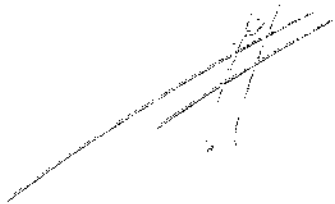
Annex 6: List of Argentine Counterpart Personnel Trained in Japan

Annex 7. List of Argentine Counterpart Personnel

Annex 8. Local cost

Annex 9: Project Implementation Structure chart

Annex 10: Detailed Schedule of Terminal Evaluation



Revised Project Design Matrix (PDM)

Project Name: The Natural Environment Conservation Project in the Iguazu Area, Argentina

Target Area: Iguazu National Park and its Surrounding Area (Buffer zone, and Green Corridor Area)

Implementing Body: State Government of Misiones (Ministries of Ecology, Renewable Natural Resources, and Tourism - MERNRYT),
National Parks Agency (APN), Municipal Government of Andresito

Target Group: State Government of Misiones, National Parks Agency, Municipal Government of Andresito and Citizens of Andresito

Period: Three years from Japanese fiscal year 2004, i.e. from April 2004

2005/12/25

Project Outline	Indicator	Source of Indicator Data	Important Assumptions
<p>Priority Objectives (Overall Goal)</p> <p>To improve the management and the utilization of Iguazu National Park and the public sanctuary, and to strengthen the conservation of the natural environment in the Green Corridor</p>	<ol style="list-style-type: none"> 1. Coverage and connectivity of the forest surface are maintained in the project area five years after the termination of the project. 2. Number of eco-tourism activities*, which utilize natural resources in sustainable ways and put little impact on its environment, are increased five years after the termination of the project. 3. Survey for collecting information and its updating are undertaken about natural environment in the target area. 4. Activities such as awareness-raising, environment education, and eco-tourism are carried out based on the results of the survey for conserving natural environment. <p>*Number of eco-tourism activities: Quantity of business (e.g. Operators of lodging, house riding, river sailing, trekking, and cycle tourism, and quantity of tourists)</p>	<ol style="list-style-type: none"> 1. Monitor Report from APN, MERNRYT 2. Questionnaires and interview surveys on employees of implementing bodies and local citizens 3. (Ditto as above) 4. (Ditto as above) 	<p>* Environment policies of the implementation bodies and their competent organizations should be continued.</p>
<p>Project Objectives (Project Purpose)</p> <p>To develop officers' capacity for management of the natural environment of the National Park Agency (APN) and state government (MERNRYT) and Andresito city in the project area¹.</p>	<ol style="list-style-type: none"> 1. At least two (2) C/Ps have become capable of carrying out the tasks related to each of six (6) items necessary for natural environment management² without support of JICA experts.³ 2. Degree of capacity of the management of the natural environment of APN personnel 3. Degree of capacity of the management of the 	<p>1~4 Format for evaluation</p>	<p>* Organizational structure of the implementation bodies should be maintained.</p> <p>* Counterparts continue to be engaged in the operation of the tasks in which they have been capacitated through the Project. When they are moved to different positions or quit the job, a</p>

	<p>natural environment of the MERNRYT personnel</p> <p>4. Degree of capacity of the management of the natural environment of the Andresito city officers</p>		<p>smooth handover of the methodologies and knowledge needs be ensured.</p> <p>* Skills acquired by personnel should be disseminated to other staff members and local citizens.</p>
<p>Achievements (Outputs)</p> <p>1. To share and utilize information and data on the natural environment among the relevant organizations in proper forms for utilization for natural environment management.</p> <p>2. To upgrade the capability of the C/Ps in promoting the dissemination and educational activities on natural environment protection targeting local citizens in the project area and tourists</p>	<p>1.1 Plan for management and operation in the field of information sharing and utilization targeting after the Project finished (including responsible organization(s) for the management, division of roles taken by each C/P organization, models for applying those information and data under local conditions, etc.)</p> <p>1.2 Number of partnership projects (seminars and workshops) (target: 6) and participants (target: 50 persons)</p> <p>1.3 Number of items and amount of information shared by the implementing bodies (target: 10 items; 10 point-time)</p> <p>2.1 Number and quality of improved and/or formulated programs (target: 2 for promoting dissemination; 3 for environment education)</p> <p>2.2 Number and quality of improved and/or prepared dissemination and educational materials (target: 12 for dissemination; 2 for educational use)</p> <p>2.3 Performance in implementing dissemination programs and environment education programs (target: 7 cases for dissemination; 17 cases for environment education with 90 participants)</p> <p>2.3.1 Cases that the C/Ps formulate plans without support of JICA experts</p> <p>2.3.2 Cases that the C/Ps implemented the programs without support of JICA experts</p>	<p>1.1-1.3 Activity Report</p> <p>2.1 Activity Report, Questionnaires and interview surveys on the programs and those from the participants about their opinions</p> <p>2.2 (Ditto as 2.1)</p> <p>2.3 Activity Report</p>	<p>* The content of the operations of the implementing bodies should not change drastically during the project.</p> <p>* Counterparts continue to be engaged in the operation of the tasks in which they have been capacitated through the Project. When they are moved to different positions or quit the job, a smooth handover of the methodologies and knowledge needs be ensured.</p>

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<p>3. To accumulate the knowledge and experience of sustainable natural resource utilization through the implementation of a pilot program and transfer them to local community.</p>	<p>3.1 Proposals for facilitating eco-tourism after the Project finished (including responsible organization(s) for the management, division of roles taken by each C/P organization, methods to disseminate the accumulated knowledge and data to the private sector, models for applying those information and data under local conditions, etc.)</p> <p>3.2 Number of participating organizations (target: 8 in 3 categories) and individuals (target: 90 persons) in the pilot program</p> <p>3.3 Number of items of data collected from the pilot program (target: 6 items)</p>	<p>3.1-3.3 Program Report</p>	
<p style="text-align: center;">Activity</p> <p>1-1: Establish cooperation framework among relevant organizations to jointly formulate a plan for how to share information and data on the natural environment of the project site.</p> <p>1-2: Collect and compile information on satellite images, fauna, flora, agro-eco-tourism and social and economic conditions and share those information through the Internet, pamphlets, seminars, etc.</p> <p>1-3: Share information necessary for natural environment management in the form of seminars and workshops.</p> <p>2-1: Formulate materials for dissemination targeting local community and tourists</p> <p>2-2: Plan and implement dissemination programs</p> <p>2-3: Formulate environment education programs</p> <p>2-4: Formulate the materials for environment education</p> <p>2-5: Implement the environment education programs</p> <p>3-1: Formulate Pilot Program Plan</p> <p>3-2: Provide training for the implementation of the pilot program</p>	<p style="text-align: center;">Injection (Inputs)</p> <p style="text-align: center;">[Japan]</p> <p>1. Human Resources</p> <p>(1) Short-term Experts</p> <ul style="list-style-type: none"> * Protected Area Management/ Coordinator * Environment Education * Participatory Natural Resource Control * Social Development/Project Manager * Natural Environment Conservation * Eco-tourism <p>2. Counterpart Training (Training in Japan)</p> <ul style="list-style-type: none"> * Natural Environment Conservation * Natural Resource Control <p>3. Equipment and Facility Development Necessary for the Project</p> <p>4. Local Cost: A Part of Cost Necessary for Project Activities</p> <p>5. Others</p>	<p style="text-align: center;">[Argentina]</p> <p>1. Human Resources</p> <p>(1) Project Director Minister of MERNRYT Misiones province</p> <p>(2) Project Manger Director of the Ecosystems Agency, Ministry of MERNRYT Misiones province</p> <p>(3) Counterpart personnel Officer of the MERNRYT Misiones province Staff of the Office of the Management of Iguazú National Park, APN Officer of Andresito City government</p> <p>(4) Secretary, Clerical staff</p> <p>2. Equipment</p> <p>3. Land, buildings, facilities (including the office of Japanese experts)</p> <p>4. Local cost: Budget necessary for the project activities</p>	<p style="text-align: center;">Prerequisites (Preconditions)</p> <ul style="list-style-type: none"> * Implementing bodies (State Government of Misiones, National Park Agency, Andresito City) must all approve the implementation of the Project. * Representing and coordinating the implementation bodies, MERNRYT of Misiones province formulates official documents necessary for the implementation of the project and they will be submitted to the Japanese government through the government of Argentina. * By the coordination of MERNRYT of Misiones province, necessary agreements are exchanged among implementing bodies about the facilities and equipments used for the Projects * Each implementing body should include necessary budget for the implementation of the Project in the annual plan

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3-3: Implement the pilot program for Eco Tourism	
3-4: Accumulate knowledge and experience through the implementation of the pilot program and disseminate them to the private sector and other organization in need in the Province	

- *1. Project area : the public sanctuary in the north of the Green Corridor and its buffer zones
- *2. Six (6) items necessary for natural environment management: Six (6) kinds of capabilities related to the three (3) Outputs that can be expected to upgrade through the Project implementation.
- *3. Indicator 1 for the Project purpose: Using the attached format for evaluation, it is to be assessed in the final evaluation of the Project if some C/Ps have obtained with sufficient capability to carry out the tasks without support of JICA experts. The target is set as "to have at least two (2) C/Ps for each item" who are given the highest rate, i.e. 5 points, or the second highest, i.e. 4 points, which imply "sufficiently capable without support of JICA experts" and "capable with a little support of JICA experts".
- *4. Indicator 2-4 for the Project purpose: Using the attached format for evaluation, the degree of upgrading in capability of each C/P is to be measured in the final evaluation of the Project. On each of the six (6) items, comparison will be made between the time of beginning of the Project and the time of finalizing of the Project. Soon after the mid-term evaluation, the Project will fill in the format with the baseline and set the target level for each item for each C/P since degree and kinds of capabilities required for each C/P must be varied. At the time of final evaluation, evaluation can be made by comparing with the set target levels.

How to set the targets for each indicators

Indicator 1.2. Number of partnership projects (seminars and workshops) (target: 6) and participants (target: 50 persons)

- Number of partnership projects (seminars and workshops) (target: 6); set in accordance with the implementation plan of the Project
- Number of participants (target: 50 persons); estimated from the total numbers of the staffs who are expected to understand the Project. The number consists of those as follows; 1) MFRNRyT, approximately 25 staffs out of 30, i.e. approximately 20 staffs working in the northern part of the province and 10 in the Head Office in Posadas, 2) APN; approximately 15 staffs out of 60, i.e. those working in Iguazu National park and in the northeastern branch, and 3) Andresito municipality, approximately 10 staffs out of 50.

Indicator 1.3. Number of items and amount of information shared by the implementing bodies (target: 10 items: 10 point-time)

- Number of items (target: 10 items); those covering the basic items in the field of natural environmental conservation, seen in the attached list.
- Number of amount of information (target: 10 point-time); 5 points×2, including 3 points×2 that have been already surveyed.

Indicator 2.1 Number and quality of improved and/or formulated programs (target: 2 for promoting dissemination; 3 for environment education)

- For promoting dissemination (target: 2); 1 for tourist and 1 for local people, in which various activities such as "dissemination through radio program" can be found.
- For environment education (target: 3); 1 for local people, 1 for teachers, and 1 for tourist

Indicator 2.2 Number and quality of improved and/or prepared dissemination and educational materials (target: 12 for dissemination; 2 for educational use)

- Number of improved and/or prepared dissemination (target: 12); 8 pamphlets, 2 calendars, 1 uniform, 1 poster and 1 panel
- Number and quality of improved and/or prepared educational materials (target: 2); 1 guidebook and 1 audio-visual material

Indicator 2.3 Performance in implementing dissemination programs and environment education programs (target: 7 cases for dissemination; 17 cases for environmental education with 90 participants)

- Dissemination programs (target: 7 cases); 5 for local people and 2 for tourists
- Environment education programs (target: 17 cases); 5 for local people with approximately 10 participants, 6 for teachers with approximately 20 participants, and 6 for tourists

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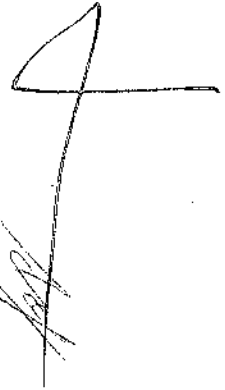
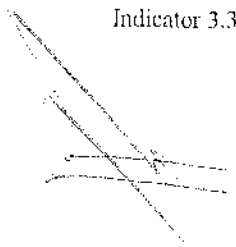
with approximately 60 participants

Indicator 3.2 Number of participating organizations (target: 8 in 3 categories) and individuals (target: 90 persons) in the pilot program

- Number of participating organizations (target: 8 in 3 categories), 8 organizations that are expected to take part in the pilot program implementation, mainly in the private sector and with full-time staff, in 3 categories, i.e. 1) accommodation and food services, 2) services in the fields of eco-friendly activities, 3) transportation.
- Number of participating individuals (target: 90 persons); approximately 20 persons in construction, 50 participants in environment education programs, 20 persons engaging in services such as car rental, tour guide, and the like.

Indicator 3.3 Number of items of data collected from the pilot program (target: 6 items)

- Number of items (target: 6 items); those covering the basic items for starting and operating the pilot program, seen in the attached list.



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Annex 2: Achievement Grid

Project Title: The Natural Environment Conservation Project in the Iguazu Area

Evaluation Date: December 2006, Terminal Evaluation

Comparison of Plan and Actual Inputs

Item	Plan and Actual																																																																									
	Japanese Side			Argentine Side																																																																						
1. Human Resource (Short-term Experts)	<p>The 8 Japanese experts in the following 6 areas have been dispatched in accordance with the revised PDM:</p> <ul style="list-style-type: none"> - Social Development/Project Manager - Natural Environment Conservation - Environment Education - Eco-tourism - Participatory Natural Resource Control - Protected Area Management/ Coordinator <p>The total persons/times of the expert dispatch is 29 and the total M/M for the Japanese experts is 102.15, including plan for the third year. The field of the experts was the same as the plan. In the first year plan, total 104.5 M/M was estimated. Compared to the plan, about 2 M/M was decreased due to the delay of the contract.</p> <p>Japanese experts' work volume</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">JFY2004</th> <th colspan="2">JFY2005</th> <th colspan="2">JFY2006</th> </tr> <tr> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Persons/ Times</td> <td>12</td> <td>12</td> <td>10</td> <td>10</td> <td>7</td> <td></td> </tr> <tr> <td>Total M/M (Period of Dispatch)</td> <td>40.37 (36.31)</td> <td>43.44 (39.27)</td> <td>33.39 (30.90)</td> <td>30.90 (33.40)</td> <td>30.74 (28.73)</td> <td>-</td> </tr> </tbody> </table> <p>JFY=Japanese Fiscal Year * In 2005, 0.16M/M, which was covered by the own expense of the consultant, was added to the official dispatch of short-term expert by JICA.</p>				JFY2004		JFY2005		JFY2006		Plan	Actual	Plan	Actual	Plan	Actual	Persons/ Times	12	12	10	10	7		Total M/M (Period of Dispatch)	40.37 (36.31)	43.44 (39.27)	33.39 (30.90)	30.90 (33.40)	30.74 (28.73)	-	<p>According to Record, the following personnel were planned to assign:</p> <ul style="list-style-type: none"> - Project Director (Minister of MERNRyT Misiones Province) - Project Manager (Director of the Ecosystems Agency, Ministry of MERNRyT Misiones Province) - Counterpart personnel (Officer of the MERNRyT Misiones Province, Staff of the Office of the Management of Iguazu National Park, APN) - Administrative and Clerical staff <p>Above mentioned personnel was assigned by Argentine side. Number of personnel in working group in the Project is shown in the table below.</p> <ul style="list-style-type: none"> - Number of personnel increased in each organization according to necessity from the plan in JFY 2004 to 2005. - Increase in number of personnel of MERNRyT was caused by increase in number of ranger staff related to the Project. - Decrease in number of personnel of Andresito Municipal was due to resigning of the staff and designated member such as teacher <p>Number of members in Working Group</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">JFY2004</th> <th colspan="2">JFY2005</th> <th colspan="2">JFY2006</th> </tr> <tr> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>MERNRyT</td> <td>3</td> <td>11</td> <td>11</td> <td>13 (2)</td> <td>13 (2)</td> <td>15 (2)</td> </tr> <tr> <td>APN</td> <td>1</td> <td>3</td> <td>3</td> <td>4 (2)</td> <td>4(2)</td> <td>4(2)</td> </tr> <tr> <td>MCA</td> <td>1</td> <td>7</td> <td>4</td> <td>3 (2)</td> <td>3(2)</td> <td>3(2)</td> </tr> <tr> <td>Total</td> <td>5</td> <td>21</td> <td>18</td> <td>21(6)</td> <td>20(6)</td> <td>22(6)</td> </tr> </tbody> </table> <p>JFY=Japanese Fiscal Year Source: Plan for JFY 2004 is based on the Record of Discussion signed in 2003 For JFY 2005 and 2006 indicators are from project annual plan & report, and interview to the Project. * as of the end of the Japanese fiscal year. ** () is the number of "key C/P staff for capacity improvement", i.e., those who worked the Project implementation closely with the Japanese experts and primary target staff to improve their capacity through daily activities (on-the-job training, in kind).</p>				JFY2004		JFY2005		JFY2006		Plan	Actual	Plan	Actual	Plan	Actual	MERNRyT	3	11	11	13 (2)	13 (2)	15 (2)	APN	1	3	3	4 (2)	4(2)	4(2)	MCA	1	7	4	3 (2)	3(2)	3(2)	Total	5	21	18	21(6)	20(6)	22(6)
	JFY2004		JFY2005		JFY2006																																																																					
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MERNRyT	3	11	11	13 (2)	13 (2)	15 (2)																																																																				
APN	1	3	3	4 (2)	4(2)	4(2)																																																																				
MCA	1	7	4	3 (2)	3(2)	3(2)																																																																				
Total	5	21	18	21(6)	20(6)	22(6)																																																																				

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Item	Plan and Actual																																
	Japanese Side				Argentine Side																												
2. Counterpart Training (Training in Japan)	<p>Counterpart training courses in Japan were implemented in the field and period as planned. In total, 8 personnel of the Argentine side participated in the 2 courses as planned.</p> <p>Number of counterpart personnel for training</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">JFY2004</th> <th colspan="2">JFY 2005</th> <th colspan="2">JFY 2006</th> </tr> <tr> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> <th>Plan</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Natural Environment Conservation</td> <td>1</td> <td>1</td> <td>2~3</td> <td>3</td> <td>2~3</td> <td>3</td> </tr> <tr> <td>Natural Resource Control</td> <td>1</td> <td>1</td> <td></td> <td>-</td> <td></td> <td>-</td> </tr> </tbody> </table> <p>JFY=Japanese Fiscal Year</p>							JFY2004		JFY 2005		JFY 2006		Plan	Actual	Plan	Actual	Plan	Actual	Natural Environment Conservation	1	1	2~3	3	2~3	3	Natural Resource Control	1	1		-		-
	JFY2004		JFY 2005		JFY 2006																												
	Plan	Actual	Plan	Actual	Plan	Actual																											
Natural Environment Conservation	1	1	2~3	3	2~3	3																											
Natural Resource Control	1	1		-		-																											
3. Equipment Necessary for the Project	<p>As described in the plan, necessary equipments were provided for activities and pilot site facility (the eco lodge). The amount and list of equipments granted by the Japanese side were indicated in Annex 5 and 8.</p> <p>Almost all equipments are frequently used and well-managed except for;</p> <ul style="list-style-type: none"> - One large generator which is stand-by equipment for emergency. Table for projector is used for the shelf and stock box at this moment. Whenever necessary, however, it can be used for table for projector. 			<p>As described in the plan, necessary equipment for the Project provided by the Argentine side, such as vehicles, global positioning system(GPS) and others for the facilities for the Project site and office. Total amount of cost disaggregated by each organization is indicated as in Annex 8.</p>																													
4. Land, Buildings, Facilities Necessary for the Project	<p>As for facility development necessary for the Project, the Japanese side constructed the eco lodge in the pilot project site and Yacuy office from the year 2004 to 2005.</p>			<p>The following were inputs by each C/P organization;</p> <ul style="list-style-type: none"> - In 2004, Andresito Municipality provided the land and constructed the Project office as an annex to municipal office in the first year of the project. - In 2004, MERNRYT, with consensus of MCA, provided the land (6.5ha) for the pilot site (eco lodge). - In 2005, APN provided for a part of the land for the Yacuy project office in Iguazu National Park. 																													
5. Local Cost : A Part of Cost Necessary for Project Activities	<p>The Japanese side provided local cost necessary for the Project activities as in ANNEX 8. Difference between plan and actual in JFY2004 was due to delay in construction of the pilot project site and other.</p>			<p>The Argentine side allocated the cost for the Project as in ANNEX 8</p>																													

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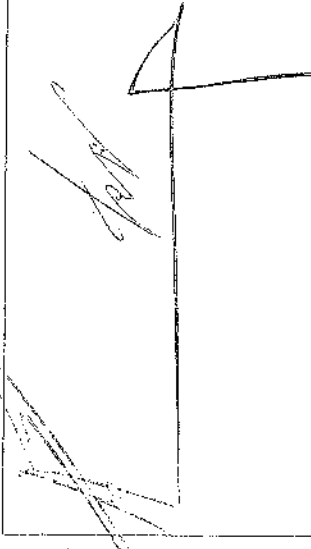
Handwritten notes and signatures:
 A large handwritten mark resembling a stylized 'A' or '4' is present next to item 4.
 At the bottom left, there are several scribbled lines and the handwritten number '47'.

Item	Plan and Actual	
	Japanese Side	Argentine Side
6. Other	- The Japanese side provided C/P organization officers (sub secretary of MERNRyT and two officers from Andresito municipality) for study tour on similar project (Ecological Corridor in Cerrado) in Brazil.	- Andresito Municipality provided financial support for the guard for eco lodge, improvement of access road, and collection of garbage.

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⑨ Comparison of Plan and Actual Activities

Activities	Items	Results	Source of Info.												
<p>1-1 Establish cooperation framework among relevant organizations to jointly formulate a plan for how to share information and data on the natural environment of the project site.</p> 	<ul style="list-style-type: none"> Overall Comments 	<p>As planned in the first year of 2004, the Steering Committee and the Working Groups were formulated and developed the plan to share information and data on natural environment within the project area in accordance with the internal rules prepared by the relevant organizations.</p> <p>According to suggestion made by the mid-term evaluation, the plan for information sharing activities after the Project completion has been prepared during the third year.</p>	<ul style="list-style-type: none"> Annual Plan of the Project Annual Reports of the Project 												
	<ul style="list-style-type: none"> The Steering Committee 	<p>The Steering Committee has a role of decision making for effective project implementation. The functions are; a) approving annual action plans, b) monitoring and evaluating the progress of the annual action plans, c) considering critical issues in the project implementation. The General Secretary of the Steering Committee coordinates activities among the Working Groups.</p> <p>The number of the Steering Committee held</p> <table border="1" data-bbox="817 734 1736 965"> <thead> <tr> <th></th> <th>JY2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>-</td> <td>Once (1) a year</td> <td>Nov, 2006 Feb 2007</td> </tr> <tr> <td>Actual</td> <td>2</td> <td>1 regular meeting in Aug. 2005 2 provisional meetings in Aug. 2005 and Feb 2006</td> <td>Dec. 2006</td> </tr> </tbody> </table>		JY2004	2005	2006	Plan	-	Once (1) a year	Nov, 2006 Feb 2007	Actual	2	1 regular meeting in Aug. 2005 2 provisional meetings in Aug. 2005 and Feb 2006	Dec. 2006	<ul style="list-style-type: none"> (Ditto as above)
		JY2004	2005	2006											
Plan	-	Once (1) a year	Nov, 2006 Feb 2007												
Actual	2	1 regular meeting in Aug. 2005 2 provisional meetings in Aug. 2005 and Feb 2006	Dec. 2006												
<ul style="list-style-type: none"> The Working Groups 	<p>Three (3) Working Groups were established in order to realize each output set in the PDM. The Working Groups implement a) planning, implementing and monitoring activities for each output, b) preparing action plans, progress and monitoring reports to submit to the Steering Committee.</p> <p>The number of the Working Group held</p> <table border="1" data-bbox="817 1189 1736 1428"> <thead> <tr> <th></th> <th>JY2004</th> <th>JY2005</th> <th>JY2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>-</td> <td>Three (3) times a year</td> <td>May 2006 July 2006 Oct. 2006 Feb 2007</td> </tr> <tr> <td>Actual</td> <td>4</td> <td>July 2005 Aug. 2005 Jan. 2006</td> <td>May 2006 July 2006 Oct. 2006</td> </tr> </tbody> </table>		JY2004	JY2005	JY2006	Plan	-	Three (3) times a year	May 2006 July 2006 Oct. 2006 Feb 2007	Actual	4	July 2005 Aug. 2005 Jan. 2006	May 2006 July 2006 Oct. 2006	<ul style="list-style-type: none"> (Ditto as above) 	
	JY2004	JY2005	JY2006												
Plan	-	Three (3) times a year	May 2006 July 2006 Oct. 2006 Feb 2007												
Actual	4	July 2005 Aug. 2005 Jan. 2006	May 2006 July 2006 Oct. 2006												

Activities	Items	Results	Source of Info.																								
1-2 Collect and compile information on satellite images, fauna, flora, eco tourism and social and economic conditions and share those information through the Internet, pamphlets, seminars, etc.	<ul style="list-style-type: none"> Information and data collected 	<p>The natural environmental surveys were conducted by the Project (APN, MERNRYT, and Japanese experts) as the plan.</p> <p>(Number of Surveys for Data Collection)</p> <table border="1" data-bbox="792 312 1774 403"> <thead> <tr> <th></th> <th>JY2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>2 surveys in the 3 sites</td> <td>-</td> <td>2 surveys in the 2 sites</td> </tr> <tr> <td>Actual</td> <td>The same as plan</td> <td>-</td> <td>The same as plan</td> </tr> </tbody> </table> <p>(List of information and Data collected by the surveys)</p> <table border="1" data-bbox="792 459 1774 1050"> <thead> <tr> <th></th> <th>JY2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Plan (collection items)</td> <td colspan="3">a. plant, b. arthropod, c. amphibian, d. reptiles, e. birds, f. mammals, g. soils, i satellite images and aerial photos, socio-economic data</td> </tr> <tr> <td>Actual</td> <td>-Plant(61 families, 127 species) -Arthropod (53 families, as of Oct. 2004) -Amphibian (5 families, 13 species) -Reptiles (5 families, 5 species) -Birds (38 families, 79 species, as of Oct. 2004) -Mammals (12 families, 19 species) -Soil -Climate -Satellite images(aerial photo images) -Socio-economic data</td> <td>-</td> <td>Not available as of December, 2006 This information will be available by the end of the Project</td> </tr> </tbody> </table>		JY2004	2005	2006	Plan	2 surveys in the 3 sites	-	2 surveys in the 2 sites	Actual	The same as plan	-	The same as plan		JY2004	2005	2006	Plan (collection items)	a. plant, b. arthropod, c. amphibian, d. reptiles, e. birds, f. mammals, g. soils, i satellite images and aerial photos, socio-economic data			Actual	-Plant(61 families, 127 species) -Arthropod (53 families, as of Oct. 2004) -Amphibian (5 families, 13 species) -Reptiles (5 families, 5 species) -Birds (38 families, 79 species, as of Oct. 2004) -Mammals (12 families, 19 species) -Soil -Climate -Satellite images(aerial photo images) -Socio-economic data	-	Not available as of December, 2006 This information will be available by the end of the Project	• (Ditto as above)
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	<ul style="list-style-type: none"> Natural Environmental Information Handbook 	<p>APN and MERNRYT, with assistance of Japanese experts, prepared Natural Environmental information Handbook with Local NGO and completed the work in February in 2005. There are 5 master copies of each English version and Spanish version. Other than these, 20 copies of Spanish version were distributed to C/P organizations, National Frontier Police, schools in Andresito Municipality.</p>	• (Ditto as above)																								
	<ul style="list-style-type: none"> Web site 	<p>C/P organizations and Japanese experts prepared Web site in 2004. The Project updated information in Web site in 2005 and significantly renewed it in August 2006.</p>	• (Ditto as above)																								

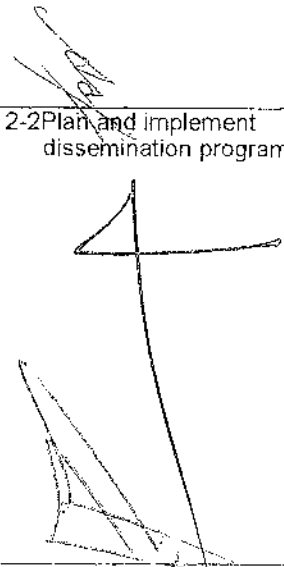
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Activities	Items	Results				Source of Info.							
1-3 Share information necessary for natural environment management in the form of seminars and workshops.	<ul style="list-style-type: none"> Seminars/Workshops 	C/P organizations and Japanese experts prepared and implemented seminars and workshops targeting C/P organizations every year as planned in general.				(Ditto as above)							
	<table border="1"> <thead> <tr> <th></th> <th>JY2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>—</td> <td>4 seminars in Posadas and Andresito</td> <td>-2 seminars in Andresito -1 seminar in Puerto Iguazú and Andresito</td> </tr> <tr> <td>Actual</td> <td>-1 seminar in Andresito</td> <td>-5 seminar in Andresito and one tours In Foz do Iguacu</td> <td>The same as plan</td> </tr> </tbody> </table>		JY2004	2005	2006		Plan	—	4 seminars in Posadas and Andresito	-2 seminars in Andresito -1 seminar in Puerto Iguazú and Andresito	Actual	-1 seminar in Andresito	-5 seminar in Andresito and one tours In Foz do Iguacu
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Actual	-1 seminar in Andresito	-5 seminar in Andresito and one tours In Foz do Iguacu	The same as plan										
<ul style="list-style-type: none"> Preparation of the Project Offices 	<ul style="list-style-type: none"> -Andresito municipality constructed the project office for coordination among three C/Ps in 2004. -JICA and APN constructed the Yacuy office in order to collaborate three C/Ps in February 2006. It was planned and approved by the Steering Committee in July 2004. 												
2-1 Formulate materials for dissemination targeting local community and tourists	<ul style="list-style-type: none"> Development of dissemination materials 	Three C/P organization, supported by Japanese experts, 12 kinds of dissemination materials were developed during project period as planned in the below.				(Ditto as above)							
	<table border="1"> <thead> <tr> <th></th> <th>JY2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>4 varieties of pamphlet - Pamphlet1: publicity of the Project -Pamphlet2: Introduction of agro-ecotourism in Andresito - Pamphlet3: Introduction of PNI in Caburei - Pamphlet4: Introduction of CV in Misiones - Pamphlet5: revised publicity of the Project</td> <td>1 variety of pamphlet 1 variety of poster 1 variety of panel 1 variety of uniform</td> <td>2 varieties of pamphlet - pamphlet for introducing the camping site of the Ecotodge in order to attract tourists - pamphlet targeting local people and tourists in order to introduce the conservation areas and the Green Corridor in the target areas of the Project</td> </tr> <tr> <td>Actual</td> <td>2 varieties of calendar The same as plan</td> <td>The same as plan</td> <td>The same as plan</td> </tr> </tbody> </table>		JY2004	2005	2006		Plan	4 varieties of pamphlet - Pamphlet1: publicity of the Project -Pamphlet2: Introduction of agro-ecotourism in Andresito - Pamphlet3: Introduction of PNI in Caburei - Pamphlet4: Introduction of CV in Misiones - Pamphlet5: revised publicity of the Project	1 variety of pamphlet 1 variety of poster 1 variety of panel 1 variety of uniform	2 varieties of pamphlet - pamphlet for introducing the camping site of the Ecotodge in order to attract tourists - pamphlet targeting local people and tourists in order to introduce the conservation areas and the Green Corridor in the target areas of the Project	Actual	2 varieties of calendar The same as plan	The same as plan
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Activities	Items	Results	Source of Info.																																																																																												
	<ul style="list-style-type: none"> Distribution of dissemination materials 	<p>All dissemination materials were distributed to each C/P organization and other (seminar/workshop participants, schools, and tourists) as in the below. Two pamphlets which were prepared for this year (2,000 copies for each) are planned to be distributed to C/P organizations and others by the end of 2006.</p> <p>(Distribution List 1)</p> <table border="1" data-bbox="790 400 1765 635"> <thead> <tr> <th rowspan="3">Groups</th> <th colspan="5"># of Copies Distributed</th> </tr> <tr> <th colspan="5">JY2004</th> </tr> <tr> <th>Pamphlet1</th> <th>Pamphlet2</th> <th>Pamphlet3</th> <th>Pamphlet4</th> <th>Pamphlet5</th> </tr> </thead> <tbody> <tr> <td>Staff of MERNRyT</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>5,000</td> </tr> <tr> <td>Staff of APN</td> <td>300</td> <td>300</td> <td>300</td> <td>300</td> <td>1,000</td> </tr> <tr> <td>Staff of MCA</td> <td>700</td> <td>700</td> <td>700</td> <td>700</td> <td>3,000</td> </tr> <tr> <td>Other</td> <td>200</td> <td>200</td> <td>200</td> <td>200</td> <td>1,000</td> </tr> <tr> <td>Total</td> <td>2,000</td> <td>2,000</td> <td>2,000</td> <td>2,000</td> <td>10,000</td> </tr> </tbody> </table> <p>(Distribution List 2)</p> <table border="1" data-bbox="790 692 1765 959"> <thead> <tr> <th rowspan="3">Groups</th> <th colspan="5"># of Copies Distributed</th> </tr> <tr> <th>JY2004</th> <th colspan="4">2005</th> </tr> <tr> <th>Calender1</th> <th>Calender2</th> <th>Poster of Andresito</th> <th>Uniform</th> <th>Panel</th> </tr> </thead> <tbody> <tr> <td>Staff of MERNRyT</td> <td>500</td> <td>500</td> <td>100</td> <td>30</td> <td>1</td> </tr> <tr> <td>Staff of APN</td> <td>200</td> <td>200</td> <td>50</td> <td>10</td> <td>1</td> </tr> <tr> <td>Staff of MCA</td> <td>400</td> <td>400</td> <td>200</td> <td>30</td> <td>1</td> </tr> <tr> <td>Other</td> <td>100</td> <td>100</td> <td>150</td> <td>30</td> <td>1</td> </tr> <tr> <td>Total</td> <td>1,200</td> <td>1,200</td> <td>500</td> <td>100</td> <td>4</td> </tr> </tbody> </table>	Groups	# of Copies Distributed					JY2004					Pamphlet1	Pamphlet2	Pamphlet3	Pamphlet4	Pamphlet5	Staff of MERNRyT	800	800	800	800	5,000	Staff of APN	300	300	300	300	1,000	Staff of MCA	700	700	700	700	3,000	Other	200	200	200	200	1,000	Total	2,000	2,000	2,000	2,000	10,000	Groups	# of Copies Distributed					JY2004	2005				Calender1	Calender2	Poster of Andresito	Uniform	Panel	Staff of MERNRyT	500	500	100	30	1	Staff of APN	200	200	50	10	1	Staff of MCA	400	400	200	30	1	Other	100	100	150	30	1	Total	1,200	1,200	500	100	4	<ul style="list-style-type: none"> (Ditto as above)
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2-2 Plan and implement dissemination programs 	<ul style="list-style-type: none"> Number of dissemination programs planned by C/P with Japanese experts 	<p>Three C/P organizations, supported by Japanese experts, implemented total 9 activities of dissemination programs, including 3 for tourists and 6 for local people during the Project period as planned.</p> <table border="1" data-bbox="790 1086 1765 1289"> <thead> <tr> <th></th> <th>JFY2004</th> <th>JFY2005</th> <th>JFY2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td></td> <td>4 activities; - 1 activity for tourists - 3 activities for local people</td> <td>3 activities - 2 activities for tourists - 1 activity for local people</td> </tr> <tr> <td>Actual</td> <td>2 activities for local people</td> <td>The same as plan</td> <td>The same as plan</td> </tr> </tbody> </table> <p>For tourists</p> <ul style="list-style-type: none"> The website developed by the Project was carried over to the official website of the Misiones provincial government in 2005 The Project developed a website in Japanese for Japanese tourists 2005. 		JFY2004	JFY2005	JFY2006	Plan		4 activities; - 1 activity for tourists - 3 activities for local people	3 activities - 2 activities for tourists - 1 activity for local people	Actual	2 activities for local people	The same as plan	The same as plan	<ul style="list-style-type: none"> (Ditto as above) 																																																																																
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Activities	Items	Results	Source of Info.												
		<ul style="list-style-type: none"> - The Project renewed a website in Spanish and updated one in Japanese in 2006. - MERNRyT and MCA participated in international tourism fair in Buenos Aires in November 2006. <p><u>For local people</u></p> <ul style="list-style-type: none"> - The programs to present the Project activities were broadcasted by three C/P organizations through the two 2 local FM radio stations (FM triunfo and Radio Escuela) three times a week from late in September to late in December 2005. - Three C/P organizations conducted radio program once a week in 2006. 													
2-3 Formulate environment education programs	<ul style="list-style-type: none"> • Number of environment education programs (APN, MERNyT, and MCA) formulated by the Project 	Japanese experts formulated the plan for three environmental education programs (three targets: implementing agencies, teachers, and tourists).	• (Ditto as above)												
2-4 Formulate the materials for environment education	<ul style="list-style-type: none"> • Number of varieties of materials for environment education 	<p>As in the plan, APN and MERNRyT with assistance by Japanese expert, prepared 1 variety of booklet (about 40 pages) and developed 500 copies of the booklet and 1 variety of audio-visual material in 2006.</p> <p>In addition, as in the plan, APN and MERNRyT prepared models, figures, botanical specimens, and plaster molds of mammal's legs for a part of educational materials.</p> <p>These materials for environment education will be distributed as in the below by the end of the Project.</p> <table border="1" data-bbox="817 837 1747 965"> <thead> <tr> <th></th> <th>MERNRyT, APN, MCA</th> <th>Other (schools, e.t.c.)</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>Pamphlet</td> <td>150</td> <td>350</td> <td>500</td> </tr> <tr> <td>Audio visual materials</td> <td>9</td> <td>41</td> <td>50</td> </tr> </tbody> </table>		MERNRyT, APN, MCA	Other (schools, e.t.c.)	TOTAL	Pamphlet	150	350	500	Audio visual materials	9	41	50	• (Ditto as above)
	MERNRyT, APN, MCA	Other (schools, e.t.c.)	TOTAL												
Pamphlet	150	350	500												
Audio visual materials	9	41	50												
2-5 Implement the environment education programs	<ul style="list-style-type: none"> • Number of environment education programs (APN, MERNyT, and MCA) implemented by the Project 	<p>During three years, APN, MERNRyT, MCA, supported by Japanese experts, implemented total 20 activities of environment education programs in MCA.</p> <table border="1" data-bbox="817 1053 1787 1460"> <thead> <tr> <th></th> <th>JFY2004</th> <th>JFY2005</th> <th>JFY2006</th> </tr> </thead> <tbody> <tr> <td>Plan</td> <td>-</td> <td>11 activities on 11 themes: - 9 activities for officers of the relevant organization, APN, MERNyT, and MCA and teachers, - 2 activities for tourists</td> <td>5 activities on 5 themes: - 3 activities for officers of the relevant organizations, APN, MERNyT and MCA, - 1 activity for teachers - 1 activity for tourists</td> </tr> <tr> <td>Actual</td> <td>2 activities on general environmental information:</td> <td>The same as plan</td> <td>The same as plan In addition, two activities</td> </tr> </tbody> </table>		JFY2004	JFY2005	JFY2006	Plan	-	11 activities on 11 themes: - 9 activities for officers of the relevant organization, APN, MERNyT, and MCA and teachers, - 2 activities for tourists	5 activities on 5 themes: - 3 activities for officers of the relevant organizations, APN, MERNyT and MCA, - 1 activity for teachers - 1 activity for tourists	Actual	2 activities on general environmental information:	The same as plan	The same as plan In addition, two activities	• (Ditto as above)
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Actual	2 activities on general environmental information:	The same as plan	The same as plan In addition, two activities												

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Activities	Items	Results		Source of Info.																		
		<ul style="list-style-type: none"> - 1 program for tourists - 1 program for teachers 	(lectures) for tourists were conducted.																			
3-1 Formulate Pilot Program Plan	<ul style="list-style-type: none"> • Preparation and development of Plan 	<p>As planned, the Pilot Program was prepared during the first year of the Project. The plan is based on the information collected concerning accommodation sites for agro-eco tourism as well as a study on agro-eco tourism in Andresito.</p> <p>Finalization of the plan needed substantial time for consensus building on the construction plan among the stakeholders of the Pilot Program.</p> <p>In the third year, the plan to clarify responsibility in operation and management of agro-eco tourism is under preparation and it is expected to complete in January 2007.</p>		<ul style="list-style-type: none"> • Project report, Plan of Pilot Projects 																		
3-2 Provide training for the implementation of the Pilot Program	<ul style="list-style-type: none"> • Number of trainings provided for the implementation of the Pilot Program 	<p>MERNRyT and MCA prepared the plan for trainings prepared in 2004 and implemented them in 2005 and 2006 as in the plan, and 1 course for insurance which was not planned in the project organized MCA.</p> <table border="1" data-bbox="801 783 1749 1246"> <thead> <tr> <th data-bbox="801 783 1039 815">Program</th> <th data-bbox="1039 783 1503 815">Number of courses</th> <th data-bbox="1503 783 1749 815">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="801 815 1039 900">Training for the local people</td> <td data-bbox="1039 815 1503 900">-1 course on mountain bikes</td> <td data-bbox="1503 815 1749 900">July 2005</td> </tr> <tr> <td data-bbox="801 900 1039 991"></td> <td data-bbox="1039 900 1503 991">-1 course for guide on Environment</td> <td data-bbox="1503 900 1749 991">From August to November, 2005</td> </tr> <tr> <td data-bbox="801 991 1039 1075"></td> <td data-bbox="1039 991 1503 1075">-1 course on management and services for food services</td> <td data-bbox="1503 991 1749 1075">Feb 2005</td> </tr> <tr> <td data-bbox="801 1075 1039 1160"></td> <td data-bbox="1039 1075 1503 1160">-1 course on insurance for ecotourism for lodge and provision of service</td> <td data-bbox="1503 1075 1749 1160">September 2005</td> </tr> <tr> <td data-bbox="801 1160 1039 1246"></td> <td data-bbox="1039 1160 1503 1246">- 6 courses on tourism management, nature interpretation, service, herbal plant, and construction of Ecolodge</td> <td data-bbox="1503 1160 1749 1246">June, July, August, October 2006</td> </tr> </tbody> </table>		Program	Number of courses	Date	Training for the local people	-1 course on mountain bikes	July 2005		-1 course for guide on Environment	From August to November, 2005		-1 course on management and services for food services	Feb 2005		-1 course on insurance for ecotourism for lodge and provision of service	September 2005		- 6 courses on tourism management, nature interpretation, service, herbal plant, and construction of Ecolodge	June, July, August, October 2006	<ul style="list-style-type: none"> • (Ditto as above)
Program	Number of courses	Date																				
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	- 6 courses on tourism management, nature interpretation, service, herbal plant, and construction of Ecolodge	June, July, August, October 2006																				
3-3 Implement the pilot program for Eco Tourism	<ul style="list-style-type: none"> • Number of the monitoring tours and participants number from C/P organization 	<p>4 monitoring tours from Japan were implemented every year. (1 tour in Nov. 2004 February, November 2005, and November, 2006). 5 MERNRyT officers, 2 MCA officers, and 1 APN officer participated in implementation.</p>		<ul style="list-style-type: none"> • (Ditto as above) 																		
3-4 Accumulate knowledge and experience through the implementation of the pilot	<ul style="list-style-type: none"> • Cases of the knowledge /experience accumulated through the pilot project 	<p>Through the accommodation of the monitoring tours, the following knowledge and experience were accumulated and disseminated to the participants who are expected to be main players in operation of eco-tourism in the target areas.</p>		<ul style="list-style-type: none"> • (Ditto as above) 																		

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Activities	Items	Results	Source of Info.
<p>program and disseminate them to the private sector and other organization in need in the Province</p>	<p>implementation</p>	<ul style="list-style-type: none"> - Selection of the operation sites for eco-tourism and assessment of feasibility and viability of activities of eco-tourista. in the candidate site through the monitoring tours - Preparation of business plan for eco tourism based on the data acquired by the pilot program under the leadership of MERNRyT in the second year - Regarding knowledge and experience transfer, MERNRyT provided orientation for the other members and Tourism service cooperative and local communities - MCA provided guidance for tourism service cooperative members and other local people 	

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Annex 2: Achievement Grid

Project Title: The Natural Environment Conservation Project in the Iguazu Area

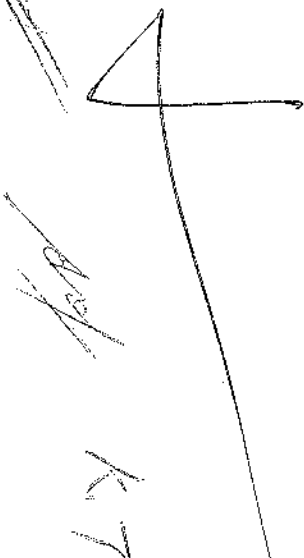
Evaluation Date: December, 2006

⊙ Achievement of Overall goal (Perspective)

Overall Goal	Indicator	Source of Indicator Data	Results
<p>To improve the management and the utilization of Iguazu National Park and the public sanctuary, and to strengthen the conservation of the natural environment in the Green Corridor</p>	<p>1. Coverage and connectivity of the forest surface are maintained in the project area five years after the termination of the project.</p>	<p>1. Monitor Report from APN, MERNRyT</p>	<p>Before terminal evaluation, the definition for this indicator is unclear. At the time of the evaluation, the following things were clarified for post evaluation;</p> <ul style="list-style-type: none"> - Target monitoring area for this indicator is considered as northern part from provincial road No. 25, of the Peninsula area (A part of Section D and Section VII N), 62 districts, area 5,081ha (as of 2006). The reason is that this area is important in respect of maintaining the function of Green Corridor, which assures the connectivity of Iguazu National Park in Argentina(67,620ha) and in Brazil (180,000ha) Cametti Provincial park (103ha) Yacuy Provincial Park (347ha) and Isla Grande Provincial park (approx.300 ha), and Urgua-I Provincial Park (84,000ha). - As a result of land use survey conducted in year 2005, surface of natural forest in this monitoring area is 3,302.40ha and approx.65 percent of it was maintained. - There is no indicator before the Project, therefore, current indicator is a basis for comparison with the same in five years later. - Monitoring activities will be implemented by APN and MERNRyT. Andresito Municipality will support for monitoring activities.
	<p>2. Number of eco-tourism activities*, which utilize natural resources in sustainable ways and put little impact on its environment, are increased five years after the termination of the project.</p> <p>*Number of eco-tourism activities: Quantity of business (e.g. Operators of lodging, horse riding, river sailing, trekking, and cycle tourism, and quantity of tourists)</p>	<p>2. Questionnaires and interview surveys on employees of implementing bodies and local citizens</p>	<p>As of December 2006, MERNRyT and/or Andresito municipality examined the feasibility some tourism activities such as:</p> <ol style="list-style-type: none"> 1. Experience of making art craft of Guarani and visit to their village 2. Canoe and Kayak 3. Mate Tea field and factory tour 4. Medical plants tour 5. Taking walk around Urugua-i Provincial Park (PPU) 6. Horse riding 7. Night tour on nature observation 8. Mountain bike in Peninsula area and other <p>Among those, four activities (1, 3, 5, and 8 in the above) are implemented commercially. It is expected that the number will be increased within five years after the Project completion.</p>
	<p>3. Survey for collecting information and its</p>	<p>3. (Ditto as above)</p>	<p>As of December 2006, it is expected the following things;</p> <ul style="list-style-type: none"> - APN and MERNRyT will update the natural environment information more than 2

Overall Goal	Indicator	Source of Indicator Data	Results
	updating are undertaken about natural environment in the target area.		season/points information, in addition to the natural environment information collected by the Project, within five years. -MERNRyT will obtain the information on satellite image and share it with APN every year In case that APN obtains this information, APN shares it with MERNRyT. -Climate data will be collected by APN according the necessity. -Aerial photo will be collected by according to necessity and adequacy of the price, based on the discussion by APN and MERNRyT. -Update socio-economic data collected by the Project, at least once in five years. Andresito municipal will provide basic information and/or data for other C/P organization.
	4. Activities such as awareness-raising, environment education, and eco-tourism are carried out based on the results of the survey for conserving natural environment.	4. (Ditto as above)	As of December 2006, it is expected to conduct the following things within five year after the Project completion; -Project home page will be maintained and updated by APN. -Environmental Education through FM Radio will be continued by collaboration APN, MERNRyT, and Andresito Municipality. -Dissemination material such as pamphlet and posters will be produced by MERNRyT, at least more than once. -Regarding environmental education materials, pamphlets and audio visuals will be utilized after the Project completion. New materials will be produced by APN, MERNRyT, and Andresito Municipality, at least more than once. -As for environmental education activities, each C/P organization will deliver the lecture or seminar by visiting schools or meeting with local people independently or together with other C/P organizations, more than five times for a year. -Interpretation activities will be conducted by rangers and Andresito municipality based on their plan and on demand by local residents and tourists, three times or more for a year -All teachers who participated in environmental seminars, except for those who will be away from the target area, will conduct environmental education activities more than five times in a year.

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② Achievement of Project Purpose

Project Purpose	Indicator	Source of Indicator Data	Results
<p>To develop officers' capacity for management of the natural environment of the National Park Agency (APN) and state government (MERNRyT) and Andresito city in the project area*1.</p> <p>*1. Project area: the public sanctuary in the north of the Green Corridor and its buffer zones</p>	<p>1. At least two (2) C/Ps have become capable of carrying out the tasks related to each of six (6) items necessary for natural environment management without support of JICA experts.</p>	<p>1~4 Format for evaluation</p>	<p>The Project achieved this indicator. Evidences for the analysis are.</p> <ul style="list-style-type: none"> -The Project defined 6 C/P officers to be evaluated by the indicators in the format of self-evaluation. As a result, more than two (2) C/Ps evaluated they can do by themselves or with little support by the Japanese experts, on each six (6) item* for evaluation. Except for the some items, which APN officer answered that they could conduct even before the project, there is improvement in comparison of before and after the Project. -According to evaluation by the Japanese experts, all officers can conduct almost all items without support by the Japanese experts. -In interview or questionnaire survey with C/P officers, all of them also admitted some improvement of C/P officers for evaluation target. <p>In addition to the C/P officer mentioned above, according to interview or questionnaire to other C/P officers (mainly rangers) who participated in seminars also admitted their skill and knowledge were increased by the Project. It is also important to show this aspect since the Project objective is "To develop officers' capability of three C/P organizations in the project area".</p>
	<p>2. Degree of capacity of the management of the natural environment of APN personnel*</p>		<p>APN personnel has developed their capacity by the Project as shown in the points below:</p> <ul style="list-style-type: none"> -According to their self-evaluation before and after the Project, as of November, 2006, they evaluate they can conduct all items by themselves or with little support by Japanese experts. In comparison to before the project, they already had some items of the capacity on a) and c), even before the Project, however, they admitted other items of their capacity were improved by the Project. The Project contributed to improvement of their capacity. -According to the Japanese experts, APN officers improved their capacity through the Project. Based on the Project experience, one APN officer took a role of organizer and lecturer of the seminars. Another APN officer actively participated in seminars and workshops and, based on this experience, conducted environmental education activities under the cooperation with other C/P organization officers.
	<p>3. Degree of capacity of the management of the natural environment of the MERNRyT personnel*</p>		<p>MERNRyT personnel has developed their capacity by the Project as shown in the points below;</p> <ul style="list-style-type: none"> -According to their self-evaluation before and after the Project, one C/P became capable of implementing all items without support except for one item which requires little support by the Japanese experts. Another C/P can do most of items without or with little support of Japanese experts. The Project contributed to improvement of their capacity. -Japanese experts evaluated MERNRyT officers improved their capacity, judging from

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Project Purpose	Indicator	Source of Indicator Data	Results
			the fact that they already planned and conducted environmental education program with other officers or independently.
	4. Degree of capacity of the management of the natural environment of the Andresito city officers*		<p>Andresito municipality personnel has developed their capacity as shown in the points below;</p> <ul style="list-style-type: none"> -According to their self-evaluation before and after the Project, they responded that they have become capable of implementing item c) and d). They also answered that they can do most of the items by themselves and some items with little support with the Japanese experts. The Project contributed to improvement of their capacity. The Project contributed to improvement of their capacity since no other similar projects nor trainings were conducted before. -Japanese experts evaluated Andresito municipality officers improved their capacity based on the fact that they planned training programs and conduct dissemination activities independently.

* Revised PDM suggests evaluation based on the comparison with the target level set by each officer. Since each officer did not set the target level at the time of mid-term evaluation, the evaluation team conducted based on comparative analysis on before and after the Project.

*six items for capacity development evaluation:

- a) Capability to collect compile and share information and data on natural environment
- b) Capability to coordinate with related organizations
- c) Capability to formulate environment education and/or dissemination programs on nature conservation
- d) Capability to formulate materials for environment education and/or dissemination on nature conservation
- e) Capability to implement environment education and/or dissemination programs on nature conservation
- f) Capability to utilize natural resources in good balance with its conservation

● Achievement of Outputs

Outputs	Indicators	Source of Indicator Data	Results
1. To share and utilize information and data on the natural environment among the relevant organizations in proper forms for utilization for natural environment management.	1.1 Plan for management and operation in the field of information sharing and utilization targeting after the Project finished (including responsible organization(s) for the management, division of roles taken by each C/P organization, models for applying those information and data under local conditions, etc.)	• 1.1-1.3 Activity Report	<p>In the third year, it is planned to prepare a plan for management and operation regarding information sharing and utilization targeting the post Project period. As of December, 2006, responsible organization and work share is clarified and discussion on the method of information sharing was progressed as follows:</p> <ul style="list-style-type: none"> -Main responsible organization for the plan is APN, officers at Yacuy office. MERNRyT, officers at eco lodge and Iguazu Provincial Park, share the works. -At the time of terminal evaluation, officers from C/P organizations discussed the way of organizing and sharing the information on Satellite image and Fauna in the Project area. Through the discussion, some issues were suggested: utilization of geographical information system on Iguazu National Park or Provincial Parks, utilization of Satellite image with GPS, sharing information on FAUNA by APN. -Through the natural environment survey in 2006, C/P organizations will discuss on the way how to share and utilize the information. It is expected that C/P organizations will agree on this issue among them by the end of 2006.

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Outputs	Indicators	Source of Indicator Data	Results																																	
	1.2 Number of partnership projects (seminars and workshops) (target: 6) and participants (target: 50 persons)		<p>By December 2006, 9 partnership projects, including seminars and workshop under the cooperation among the C/P organizations which exceeds the target number 6. The accumulated number of participants in those projects was 94 person-times.</p> <p>Target number of C/P organization officer was 50. During three years, in total 55 officers participated in the seminars/workshops.</p> <p>Number of Seminars / workshops and participants</p> <table border="1" data-bbox="1066 408 1901 643"> <thead> <tr> <th></th> <th>Target</th> <th>JFY 2004</th> <th>JFY2005</th> <th>JFY2006*</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Number of seminars/workshops</td> <td>6</td> <td>1</td> <td>6</td> <td>2</td> <td>9</td> </tr> <tr> <td>Number of participants (person-times)</td> <td>-</td> <td>15</td> <td>50</td> <td>29</td> <td>94</td> </tr> </tbody> </table> <p>Number of Seminars / workshops participants by C/P Organization</p> <table border="1" data-bbox="1066 699 1648 852"> <thead> <tr> <th></th> <th>Target</th> <th>JFY2004 ~ JFY 2006*</th> </tr> </thead> <tbody> <tr> <td>(MERNRyT)</td> <td>25</td> <td>26</td> </tr> <tr> <td>(APN)</td> <td>15</td> <td>22</td> </tr> <tr> <td>(MCA)</td> <td>10</td> <td>7</td> </tr> <tr> <td>Total</td> <td>50</td> <td>55</td> </tr> </tbody> </table> <p>JFY=Japanese Fiscal year *as of December, 2006. Except for the participant number of seminars for C/P organizations which were held in July and August in 2004. Source: The first Semi-annual Progress Report and information from the Project office(2006.10)</p>		Target	JFY 2004	JFY2005	JFY2006*	Total	Number of seminars/workshops	6	1	6	2	9	Number of participants (person-times)	-	15	50	29	94		Target	JFY2004 ~ JFY 2006*	(MERNRyT)	25	26	(APN)	15	22	(MCA)	10	7	Total	50	55
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Total	50	55																																		
	1.3 Number of items and amount of information shared by the implementing bodies (target: 10 items: 10 point-time)		<p>- The target 10 items to be shared among the C/P organizations, APN, MERENRyT and MCA, has achieved by the end of the second year of the Project.</p> <p>- Target information quantity, 10 point-time (season/points), was achieved as in the table below as of December 2006.</p> <p>The following items are shared by the Project through reports and internet: a. plant, b. arthropod, c. amphibian, d. reptiles, e. birds, f. mammals, g. soils, i satellite images and aerial photos, socio-economic data.</p> <p>List of information and Data collected by the surveys</p> <table border="1" data-bbox="1066 1326 1901 1442"> <thead> <tr> <th>Plan</th> <th>JY2004</th> <th>JY2005</th> <th>JY2006*</th> </tr> </thead> <tbody> <tr> <td>10 items</td> <td>10 items</td> <td>-</td> <td>10 items</td> </tr> <tr> <td>10 seasons/</td> <td>6 season/points (2 seasons X 3 points)</td> <td>-</td> <td>4 season/points (2 seasons X 2 points)</td> </tr> </tbody> </table>	Plan	JY2004	JY2005	JY2006*	10 items	10 items	-	10 items	10 seasons/	6 season/points (2 seasons X 3 points)	-	4 season/points (2 seasons X 2 points)																					
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Outputs	Indicators	Source of Indicator Data	Results
			<p>points</p> <p>JY=Japanese Fiscal year *as of December, 2006 Source: The first Semi-annual Progress Report(2006.10)</p>
<p>2. To upgrade the capability of the C/Ps in promoting the dissemination and educational activities on natural environment protection targeting local citizens in the project area and tourists</p>	<p>2.1 Number and quality of improved and/or formulated programs (target: 2 for promoting dissemination; 3 for environment education)</p>	<ul style="list-style-type: none"> Activity Report Questionnaires and interview surveys on the programs and those from the participants about their opinions 	<p>As described in the Project activities 2-2 and 2-3 results, the project conducted target 2 dissemination programs and 3 environmental education programs were formulated and improved during the project period.</p> <ul style="list-style-type: none"> -One dissemination program is targeting for tourism through "Project Home page". The other dissemination program is targeting for local residents through FM radio. -One environmental education program targets for C/P organizations, another one for teachers, and the other one for Tourist.
	<p>2.2 Number and quality of improved and/or prepared dissemination and educational materials (target: 12 for dissemination; 2 for educational use)</p>	<ul style="list-style-type: none"> 2.2 (Ditto as 2.1) 	<p>As described in the Project activities 2-1 and 2-4 results, 12 dissemination materials and 2 environmental education materials such as booklet and visual materials were prepared by December 2006. Those materials will be printed by the end of the Project.</p>
	<p>2.3 Performance in implementing dissemination programs and environment education programs (target: 7 cases for dissemination; 17 cases for environment education with 90 participants)</p>	<ul style="list-style-type: none"> Activity Report 	<p>As described in the Project activities 2-2 and 2-5 results, by December 2006, 9 dissemination programs out of target 7 were conducted. 20 Environmental education activities, which exceed the target number 17, were conducted. It is expected to achieve the target number of dissemination program when the Project completion seminar will be held by February 2007.</p>
	<p>2.3.1 Cases that the C/Ps formulate plans without support of JICA experts</p> <p>2.3.2 Cases that the C/Ps implemented the programs without support of JICA experts</p>		<p>The C/Ps have organized the following three environment education activities, based on the Project experience and from their own initiatives, by the time of the terminal evaluation on the Project.</p> <ul style="list-style-type: none"> - Lectures in several schools (November and December, 2005) - Lectures in several schools " Depending on us (Depende nosotros)" (From May to September, 2006) - Lectures in several schools " With our hands (con nuestra mano)" (From July to November, 2006)
<p>3. To accumulate the knowledge and</p>	<p>3.1 Proposals for facilitating eco-tourism</p>	<ul style="list-style-type: none"> 3.1-3.3 Program Report 	<ul style="list-style-type: none"> - As a result of mid-term evaluation, MERNRYT is in charge of drafting the proposal for eco-tourism and Andresito Municipality has a role of assist for MERNRYT. The

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Outputs	Indicators	Source of Indicator Data	Results																								
experience of sustainable natural resource utilization through the implementation of a pilot program and transfer them to local community.	after the Project finished (including responsible organization(s) for the management, division of roles taken by each C/P organization, methods to disseminate the accumulated knowledge and data to the private sector, models for applying those information and data under local conditions, etc.)		Project initiated the procedure to transfer the management of pilot site to MERNRYT, which used to be managed mainly by Japanese experts. In the end of year 2005, MERNEYT assigned two rangers to the pilot site. <ul style="list-style-type: none"> - Proposal on business plan for Ec lodge was drafted in February 2006. - Under the decision of JCC, the Project assisted the establishment of tourism service cooperative to be a service provider of Ec lodge. MERNRYT and tourism service cooperative signed the agreement on the service of eco-lodge in September, 2006. - Through the meeting in Posada in March 2006, among representatives of executing organizations, the establishment of the committee for administration of Ec lodge was approved. Member of the committee consist of representatives from MERNEYT, APN, MCA, and Cooperative for tourism service. 																								
	3.2 Number of participating organizations (target: 8 in 3 categories) and individuals (target: 90 persons) in the pilot program		As of November, 2006, 9 organizations participated in the Pilot Program in comparison with the target number of organization of 8. Total 85 persons participated in the program, almost achieved the target number of 90 individual participants. Table in the below shows category-wise target and actual number. <table border="1" data-bbox="1137 766 1881 997"> <caption>Number of Participating Organizations</caption> <thead> <tr> <th></th> <th>Target Number</th> <th>JY2006(as of December)</th> </tr> </thead> <tbody> <tr> <td>Lodging and food services</td> <td>3 ~ 4</td> <td>6</td> </tr> <tr> <td>Eco programs and tour guide</td> <td>3 ~ 4</td> <td>4</td> </tr> <tr> <td>Transportation service</td> <td>1 ~ 2</td> <td>1</td> </tr> </tbody> </table> <table border="1" data-bbox="1137 1045 1881 1316"> <caption>Individual Participants</caption> <thead> <tr> <th></th> <th>Target Number</th> <th>JY2006(as of December)</th> </tr> </thead> <tbody> <tr> <td>staff engaged in the construction of the facilities</td> <td>20</td> <td>15</td> </tr> <tr> <td>participants of training course</td> <td>50</td> <td>50</td> </tr> <tr> <td>eco programs and tour guide for tourists</td> <td>20</td> <td>20</td> </tr> </tbody> </table> Source: Progress report the first semi-annual 2006		Target Number	JY2006(as of December)	Lodging and food services	3 ~ 4	6	Eco programs and tour guide	3 ~ 4	4	Transportation service	1 ~ 2	1		Target Number	JY2006(as of December)	staff engaged in the construction of the facilities	20	15	participants of training course	50	50	eco programs and tour guide for tourists	20	20
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eco programs and tour guide for tourists	20	20																									
	3.3 Number of items of data collected from the pilot		Data and information were collected with respect to 6 items as planned.																								

Outputs	Indicators	Source of Indicator Data	Results
	program (target: 6 items)		

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Annex 3: Terminal Evaluation Grid of the Project

Project Title: The Natural Environment Conservation Project in the Iguazu Area

Evaluation Date: December, 2006

Implementation Process

Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
Main Items	Sub Items			
<p>Is there any problem in the management system of the Project?</p>	<p>Is the current implementation structure clearly defined in response to recommendations made by mid-term evaluation mission?</p>	<ul style="list-style-type: none"> - Comparison of current implementation system and the one at mid-term evaluation - Tasks of each organization are clarified and well understood - Role and responsibility of C/P are clarified and functioned - Implementation system is strengthened 	<ul style="list-style-type: none"> • Project implementation structure chart • Comments by Japanese experts and Counterparts 	<p>Compared to the situation before the mid-term evaluation, implementation structure of the Project was defined clearly by setting main and sub organization in charge of each output of the Project. This structure was recognized by C/P organizations. At least, this demarcation of the task functioned to enhance the responsibility of each organization and to make progress of the implementation.</p>
	<p>Is there any problem in decision-making?</p>	<ul style="list-style-type: none"> - Decision-making made on good timing within / among the implementation structures 	<ul style="list-style-type: none"> • Comments by Japanese experts and Counterparts 	<p>There was some delay because it sometimes took time for each C/P organizations due to the distant location of decision-making place of each organization; Puerto de Iguazu or Buenos Aires (APN), Posadas (MLRNkyI), and Andresito (MCA). Instability of assignment of C/P personnel, especially in the first year of the Project, caused some delay in implementation.</p> <p>It did not, however, cause considerable delay because, in many cases, each C/P has a direct line to the responsible person of decision-making and paid attention to accelerating the procedure to make up the delay.</p>
	<p>Has the current implementation and monitoring system been well functioned?</p>	<ul style="list-style-type: none"> - Frequency and timing of Joint Coordination Committee (JCC or Steering committees) and working group meeting held - Participation of members - Monitoring issues and feedback of its result to implementation 	<ul style="list-style-type: none"> • Comments by Japanese experts and Counterparts and JICA headquarter and Argentina office 	<p>Current implementation and monitoring system, by JCC meetings and working group meetings, other supplemental internal meetings, generally functioned to share the information among Japanese experts and C/P organization officers, to monitor the Project, and then to make necessary adjustments for smooth implementation.</p> <p>As Many of C/Ps and Japanese experts pointed out, however, function of working group should have been further strengthened in terms of frequency & timing of the meeting, selection and participation of members, decision-making function and its feedback to the implementation.</p>


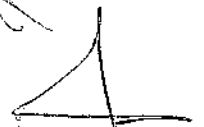
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Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
Main Items	Sub Items			
	Has JICA, both Headquarter and office in Argentina, provided sufficient and on-timing support for facilitating the progress of the Project?	- No serious problem or significant delay due to lack of support from JICA side	• Comments by Japanese experts, Counterparts, JICA headquarter and Argentina office	According to the comments by Japanese experts and Argentine C/Ps, sufficient support and advices have been provided to the Project both from JICA Headquarter and JICA Argentina office. Neither serious problem nor significant delay has been found due to lack of contact and/or coordination with them.
Were all concerned parties communicating smoothly?	Has sufficient and smooth communication been made between the C/Ps and Japanese experts?	- No serious problem led by lack of/ insufficient communication	• Progress and Annual reports • Comments by Japanese experts and Counterparts	Due to distance and dispersion of seven (7) office locations where C/Ps are posted, i.e. MERNRyT offices in Posadas, Puerto de Iguazú, Andresito, Uruzú, APN offices in Puerto de Iguazú and Yacuy, and Andrecito municipality office (MCA), it is difficult to communicate each other sometimes. C/Ps, however, made efforts to contact closely each other. At the outset of the Project, there was much difficulty caused mainly by lack of the communication infrastructure. It has been significantly improved as each office location became more and more equipped with communication infrastructure, such as telephone, facsimile, radio transmission, and internet.
	Has sufficient and smooth communication been made among Argentina C/Ps?	Ditto as above	Ditto as above	As described in the above, due to distance, it was difficult to make smooth communication among Argentina side. Also, decentralized jurisdiction of each C/P organization also made them difficult to have consensus among all C/P organizations. This project was the first case on collaboration among three organizations at National, provincial, and municipal level, therefore, many efforts were required to be better relationship. In overview of whole project period, however, there was no serious delay due to insufficient communication.
	Has sufficient and smooth communication been made among Japanese experts,	Ditto as above	Ditto as above	No serious concerns in communication matter among Japanese experts were reported by both Japanese and Argentine side.
How was the ownership of the Argentine side?	Was there enough commitment to the project by MERNRyT?	- Participation in project activities - Political and financial commitment	• Progress and Annual reports • Comments by CPs, WG members, and Japanese experts, Counterparts	Commitment by MERNRyT to the Project has grown toward the end of the Project: - As in the Record of Discussion signed in 2003, MERNRyT have assigned the executive secretary of the Project besides Project manager and Director, provided the land for accommodation facility "Ecolodge". 11 to 15 personnel have been assigned as the members of JCC and WG. Budget necessary for the Project activities was allocated. - MERNRyT has been promoted ecolourism development and significantly supported for the Project activities and assigned two rangers.
	Was there enough commitment to the project by APN?	Ditto as above	Ditto as above	APN had a commitment to facilitate the Project implementation: - As in the Record of Discussion signed in 2003, APN have assigned 3 to 5 personnel as the members of JCC and WG. APN has been managing a new Project office in Yacuy since its inauguration, providing necessary budget for facility and equipment in the Project activities.

Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
Main Items	Sub Items			
				- APN assigned more rangers in the neighboring area to the Project site and established a new department which facilitates collaboration with communities in the surrounding area of the Iguazu National Park.
	Was there enough commitment to the project by Andresito Municipality?	Ditto as above	Ditto as above	Andresito Municipality committed necessary political and financial support. - As in the Record of Discussion signed in 2003, Andresito municipality has assigned 4 to 7 personnel as the members of JCC and WG. They also provided the Project office and made available of vehicles, construction materials and others. Andresito Municipality provided necessary budget for the Project activities. - They have shown their intention to continue eco tourism with participation of local people.
Were there any factors affecting the progress of the Project?	Did personnel in charge (C/Ps and Japanese experts and other) allocate time for project activities adequately?	- No significant delay /problem due to working time constraints	<ul style="list-style-type: none"> Progress and Annual reports Comments by CPs, WG members, and Japanese experts, Counterparts 	No significant delay was incurred by the time constraints of each personnel. On the part of Argentine side, there are some constraints on allocation of the time for the Project because of the difference in working hour of each C/P (Ex. Office hour of Andresito Municipality is in the morning, provincial rangers are alternatively on duty and off for 10 to 15 days. Within in this limitation, each personnel made efforts for participating in activities.
	Were number, ability and specialty of CPs appropriate?	- No significant delay /problem due to inappropriate staff assignment	- Ditto as above	C/Ps have been found to be enough in their capability and significant delay/problem has not been found due to inappropriate staff assignment by the time of terminal evaluation. The number of C/Ps, however, it was insufficient at the time of mid term evaluation since only four (4) C/Ps from the three (3) C/P organizations are actually involved in activities as key personnel. As recommended by the mid-term evaluation, the number of main C/Ps was increased by Six (6).
	Were number, ability and specialty of WG members appropriate?	- Ditto as above	- Ditto as above	Member of WG were selected from C/P organization to entail personnel in departments or regional offices related to the Project. The function of working group, therefore, has been "information sharing" and "monitoring" rather than being a driving force for project implementation. For the purpose to be a core group of activity implementation, it might have been better to define the role and strategy of working group clearly in the beginning of the Project.
	Were number, ability and specialty of Japanese experts appropriate?	- Ditto as above	- Ditto as above	In general, number, ability and specialty of Japanese experts were appropriate.
	Did local residents understand or support the Project adequately?	- No significant delay /problem due to objections by them	- Ditto as above	Some percentage of local residents in Andresito municipality and other neighboring areas should know the Project through interview survey, distribution of pamphlet, the interview survey (targeted 500 landowners, including illegal inhabitants in the Project area, i.e. the northern area of Green Corridor), radio, and environmental education activities. According to comments by C/Ps, while local people are interested in the Project and there is no strong objection against the Project, more understanding and

Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
Main Items	Sub Items			
	Did relevant organizations other than C/P organizations understand or support the Project adequately?	- Ditto as above	- Ditto as above	support by local people are required. There was collaboration with other organizations which are working in natural conservation management, such as NGOs and International donors. In general, They were supportive in exchange of information and participating in the seminars.
	Were there any other factors than above?			There were no other factors affecting the progress in particular.



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● Five Evaluation Criteria

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
Relevancy	Are Overall goal and the Project Purpose still relevant to the needs of target group?	Consistency of Overall goal with the needs of the target group		<ul style="list-style-type: none"> Pre-evaluation report Comments by Japanese experts, counterparts, and Working Group(WG) members 	<ul style="list-style-type: none"> Overall goal is still consistent with the needs of the target group, i.e., MERNRyT, APN, Municipal government of Andresito (MCA), and citizen of Andresito, at the time of terminal evaluation. For MERNRyT and APN, improvement of natural environment management in target area is one of the important issues. The Project site is adjacent to the eastern side of Iguazu National Park and northeast side of Uruguay provincial park, where is important area as its' buffer zone for natural environment conservation with a view to protecting the Green Corridor. It is necessary for both of them to improve the management of the program to enhance awareness-raising on environment for local people in surrounding area. Andresito municipality and its citizen have recognized the necessity to develop potential of economic activities by utilizing natural environment, critically in a sustainable way.
		Consistency of project purpose with the needs of the target group		<ul style="list-style-type: none"> Pre-evaluation report Comments by Japanese experts, counterparts, and WG members 	<ul style="list-style-type: none"> Project purpose is still consistent to the needs of the target group. For MERNRyT and APN, and Andresito municipality, it is still essential to obtain new knowledge and skills for managing natural environment conservation.
	Are the Project Purpose and Overall goal still relevant to the Argentine government policies?	Consistency with environmental policy at national level		<ul style="list-style-type: none"> Current National policy 	<ul style="list-style-type: none"> The Project purpose is still relevant to national policy in Argentina. Environmental policy in Argentina is to observe the international treaties such as "the Convention on Biological Diversity" and managing the conservation of Iguazu National Park, one of the priorities in the country, by the mean of collaboration with local communities adjacent to the Park.
		Consistency with development policies of the Province Consistency with Andresito municipality development policies		<ul style="list-style-type: none"> Current State Development Plan Current municipal development plan 	<ul style="list-style-type: none"> The Project purpose is still relevant to Misiones province policy. Misiones Province currently has a policy to improve the capacity development of provincial rangers for environmental education and ecotourism promotion in surrounding area of environmental conservation area. The Project purpose is still relevant to MCA. MCA addressed their policy to promote ecotourism and environmental education in order to mitigate negative impact on environment.
Is the Project relevant to the Japanese ODA policy?	Consistency with Japan's ODA policy including JICA's for Argentina		<ul style="list-style-type: none"> Current Japanese ODA charter, the Mid-term Policy on ODA and policies JICA Development Assistance Plan for Argentina 	<ul style="list-style-type: none"> One of the priorities in Japanese ODA policy is "commitment to global issues" which entails natural environment conservation. Environmental conservation, the Project purpose, is one of the five (5) fields which JICA has been working mainly in Argentina: economic recovery, social development, environmental conservation, promotion of south-south cooperation, and support for Japanese descents in Argentina. This basic policy has not 	

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Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
Is the Project design appropriate to achieve project purpose and then overall goal?		Relevancy in selecting target group to their specialties and scale	<ul style="list-style-type: none"> - Proper scale of organization, - Proper administrative and legal status, - Sufficient staffs in number 	<ul style="list-style-type: none"> • Annual reports • Comments by Japanese experts, counterparts, and WG members 	<p>changed in the development assistance plan for Argentina which is being revised as of December 2006.</p> <ul style="list-style-type: none"> - In general, selection of C/P organizations, APN, MERNRYT, and MCA, is appropriate since all these organizations should be involved in environmental conservation in the target area. - Administrative and legal status of all these organizations is fine, however, scale and number of staff differs in each organization. Each C/P organization also had internal demarcation of responsibility and the task which sometimes constraints the involvement of the personnel. This caused some difficulty of participation of members.
		Relevancy to the needs of target group	<ul style="list-style-type: none"> - Understandable skill and knowledge level - Relevancy to their work - Applicability to their work - Appropriateness of implementation method 	<ul style="list-style-type: none"> • Annual reports • Comments by Japanese experts, counterparts, and WG members 	<ul style="list-style-type: none"> - The Project design is generally relevant to the needs of target group. Some C/P officers commented that it is necessary to improve applicability of their work and information share and utilization. However, approach or methodology in some implementation schemes such as environmental education can be applied widely to other area of Northern Green Corridor.
		Collaboration with other JICA and donors' projects for gaining multiplier effect	<ul style="list-style-type: none"> - information exchange and/or collaboration with them 	<ul style="list-style-type: none"> • Annual reports • Comments by JICA Headquarter and Argentine office 	<ul style="list-style-type: none"> - There are some proposals or implementation of the project in the field of environmental conservation in the neighboring areas of the project site, e.g. Spain, Canada and NGOs. According to MERNRYT, the Spanish Project called "Araucaria" has completed data collection be implemented based on the learning from the Project. This project, however, has not started yet as of December, 2006. - The Project conducted study tour for C/P Officers with support from the project of environmental management in Cerrado, which was used to be assisted by JICA in Brazil, by being received to site visit, observation, and training.
		Comparative advantages of the Japanese skill and knowledge in concerned issues	<ul style="list-style-type: none"> - Experience in similar support projects 	<ul style="list-style-type: none"> • Project formation document 	<ul style="list-style-type: none"> - Japan has accumulated experiences in environmental management for the park, which is various local organizations/authorities and local people take part in the management and operation in collaborative relationship with the authority in charge at national level. This methodology can be applied to the target area in Argentina, in respect of buffer zone management. On the other hand, It should be noted that knowledge and skills on natural environment conservation is based on history, culture, legal aspects which are peculiar to each country.
Were there any significant changes in the political, social, economic,			<ul style="list-style-type: none"> • Annual Reports • Comments by Japanese experts, counterparts, and 	<ul style="list-style-type: none"> - There were no significant changes to shift the needs of the target group. 	

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Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
	and natural environment which caused the critical shifts of needs of target group after the mid-term evaluation?			WG members	
Effectiveness	Were the outputs achieved?				- (See ANNEX 2, Achievement of Output)
	Have APN, MERNRyT, and Andresito city officers' capacity for the management of the natural environment of in the project area developed?	Degree of capacity of the management of the natural environment of APN personnel	- Improvement of the capacities defined by the Project in comparison of before and after the Project	• Evaluation by CPs and other WG members, and Japanese Experts	C/P personnel of APN have upgraded their capacity in their task. The details are found in the column of the indicator 2 for the project purpose in ANNEX 2 "Achievement Grid"
		Degree of capacity of the management of the natural environment of the MERNRyT personnel	Ditto as above	• Evaluation by CPs and other WG members, and Japanese Experts	C/P personnel of MERNRyT have upgraded their capacity in their task. The details are found in the column corresponding to the indicator 3 for the project purpose in ANNEX2 "Achievement Grid"
		Degree of capacity of the management of the natural environment of the Andresito city officers	Ditto as above	• Evaluation by CPs and other WG members, and Japanese Experts	C/P personnel of the municipality have upgraded and gained confidence in their capacity. The details can be found in the column corresponding to the indicator 4 for the project purpose in ANNEX2 "Achievement Grid"
	Is there any factor preventing the Project from attaining the Project purpose?		• Annual Reports • Comments by CPs and other WG members, and Japanese Experts	Following are the preventing factors during the Project implementation. - Instability of the assignment of C/Ps, especially in the beginning of the Project - Lack of definition of main C/Ps and "capacity development"	
	Is there any factor facilitating attainment of the Project purpose?		• Annual Reports • Evaluation by CPs and other WG members, and Japanese Experts	Following are the facilitating factors during the Project implementation: - Political stability at national, provincial, and municipal level - Sustained economic development after the commencement of the Project - Increase in number of tourists to Iguazu National Park - Active participation of Andresito Citizens in seminars and training courses - Cooperation with other institutions, such as National Border Police, Brazilian Institute of Environment and Renewable Natural Resources (IBAMA), and NGOs	

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Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
	Have the outputs of the Project been contributing to achievement of the Project Purpose?	Did the outputs properly contribute to capacity improvement for natural management of C/P organizations personnel?	- Linkage of the outputs and achievement of project purpose	<ul style="list-style-type: none"> Annual Reports Comments by CPs and WG Members Japanese Experts Evaluation by participants on the programs and seminar participants 	<p>in the field of environment.</p> <ul style="list-style-type: none"> All Outputs contributed to capacity improvement of All C/P organizations personnel.
		Other than project outputs, are there any factors that contributed to the achievement of project purpose?		Ditto as above	<ul style="list-style-type: none"> Some C/P personnel participated in environmental education course by IBAMA during the Project period. This also contributed to enhance capacity of the same issues as the Project.
Efficiency	Examining the output achieved so far, are the quality, quantity and timing of the inputs appropriate? (Human resource)	Are the quality or field, number, and timing of dispatched Japanese Experts appropriate?	<ul style="list-style-type: none"> Analysis of the relation of and inputs and outputs No significant delay / obstacle caused by insufficiency / inappropriateness of inputs Making inputs as scheduled, No significant delay / obstacle caused by improper timing of inputs 	<ul style="list-style-type: none"> Annual Reports Comments by C/Ps and WG Members Japanese Experts 	<ul style="list-style-type: none"> Mostly, quality, field, number and timing of dispatched Japanese experts were appropriate. According to comments by some C/Ps and Japanese experts, timing and number of expert dispatched could have been improved. Regarding the timing of dispatch, JICA Argentina office provided necessary support in order to avoid halting the Project implementation.
		Are the number, assignment, capability, of counterpart personnel appropriate?	Ditto as above	Ditto as above	<ul style="list-style-type: none"> Particularly in the first half of the Project period, the number of main C/Ps has not been sufficiently compensated for the volume of the tasks to be done. Some C/P and Japanese experts addressed it was necessary to improve quality, number, and timing. In response to recommendation made by mid-term evaluation, the number of main C/P, target for capacity development evaluation, is increased from 4 to 6.
		Are the field,	Ditto as above	Ditto as above	<ul style="list-style-type: none"> In general, the field, content, number, period and timing for C/P training in Japan

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
	(Facilities, equipment, land and other)	content, number, period and timing for counterpart training appropriate?			were appropriate. - Some C/P commented the training period needs to be improved.
		Are quality or items, quantity, and installment timing of equipments supplied by Japan appropriate?	Ditto as above	Ditto as above	- Quality or items, quantity, and installment timing of equipments supplied by Japan were appropriate.
		Were land, facilities, and equipment provided by the Argentina side as planned?	Ditto as above	Ditto as above	- In general, land, facilities, and equipment was provided by each C/P organization according to necessity. Timing of provision, however, some C/Ps commented it was necessary to improve.
	(Cost)	Is the budget amount of the project activities adequate in terms of project scale?	Ditto as above	Ditto as above	- Examining the development of activities and various types of local people involved and its impact for the future, the cost is possibly reasonable. For more accurate analysis, however, alternative mean of the Project should be examined as a comparison.
		Is the Project adequate in terms of the total cost, compared with other similar projects?	- Not too large in financial scale even compared with the other similar cases	Ditto as above	- Since there is no other suitable project to make comparison, adequate analysis cannot be done at this moment.
Are there any impeding or facilitating factors in terms of efficiency?			Ditto as above	(Impeding factors) - Lack of communication infrastructure - Instability of the assignment of C/Ps, especially in the beginning of the Project - Lack of definition of target C/P - Language barrier - Underdevelopment of physical access to the Project target area - Administrative procedure (Facilitating factors) - Much attention has been paid for the Project from the C/P organizations. - Quick response of C/P organizations to recommendation made by the mid-term evaluation team. - Project activities development so far, the growth of interest among the C/P	
Impact	Is the achievement of overall goal	Is it expected to improve the	Comparison of the situation at project	• Annual Report • State Data Book	

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
<i>Prospect of Achieving the Overall Goal:</i>	highly possible?	management and the utilization of Iguazu National Park and the public sanctuary?	termination and at the time of the five years after it: - Continuity, dissemination, and development of Project activities	<ul style="list-style-type: none"> Comments by CPs, WG members, and Japanese Experts 	organizations and local communities, it can be expected to achieve indicators for overall goal in near future.
		Is it expected to strengthen the conservation of the natural environment in the Green Corridor?	- Maintenance of coverage and connectivity of the forest surface	<ul style="list-style-type: none"> Annual Report Comments by CPs, WG members, and Japanese Experts 	
		Is there any factor that would potentially prevent the Argentine side from attaining the Overall Goal?	- Important Assumptions for the Project Purpose	Ditto as above	
	Does the achievement of the Project Purpose contribute to attaining the Overall Goal?	Did those who learn skill and knowledge on natural environment conservation from officers of three C/P organizations conduct the same activities?	- Actual secondary technical application to the work or transfer cases	Ditto as above	<ul style="list-style-type: none"> Provincial rangers actively participated in the Project seminars and applied their knowledge and skill to their work. In interview to them, there was some knowledge transfer mutually National rangers participated in the Project seminars and conduct environmental education activities and showed willingness to continue the activities. However, one ranger was transferred to Strict National Reserve San Antonio and one officer was transferred to Secretary of National Environment. MERNRyT and MCA officers planned and implemented some tentative ecotourism activities. Teachers participated in environmental education seminar have applied their school and have shown willingness to continue the activities.
	Are there any unexpected positive / negative impacts?	Is it expected to have any impacts in terms of political or institutional aspect?	- Changes or influence on the policy, plan, legal aspect -	Ditto as above	<ul style="list-style-type: none"> The Project promoted the establishment of Ecoclub, which is non-governmental organization of youth organization for environmental education, in MCA. In the second year of the Project, as voluntary organization to promote environmental education, Environmental Educators Group (GEA) was established by the initiative of C/P and teachers who participated in the workshops.

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
		Is it expected to have any impacts in terms of social and cultural aspect?	- Any impact by the project due to ethnicity, social class and so on	Ditto as above	- There are sometimes conflicts of interests between those who are engaged in natural environment conservation and those in development of economic activities. To the present, there has been no such negative impact. The Project has been paying attention to ease such kinds of negative potential through implementing the pilot project, that is, by showing alternatives to balance those two aspects. The Project widened the target groups in the society according to the necessity, by basically opening to all in different gender, ethnicity, or class in the target area.
		Are there any negative or positive impact other than the above?		Ditto as above	- No negative effect was found. - No other negative effect was found, beside the aforementioned.
Sustainability (future prospect)	Will the project effect be sustainable from policy and administrative aspects?	Will the Project be likely to obtain policy support even after its termination?	- long-term and short-term plans containing the utilization of the Project outputs	<ul style="list-style-type: none"> Annual report of CP organizations Long-term and short-term development or activity plan Comments by CPs, WG members, and Japanese Experts 	<p>All C/P organizations will have policy support for the Project.</p> <ul style="list-style-type: none"> APN have policy to take measure on buffer zone management and to develop participation of local communities in conserving the surrounding of Iguazu National Park. MERNRYT actively supports a policy of natural environment conservation as a priority. Andresito municipality supports for ecotourism development.
		Have the regulations and/or other legal systems and administrative settings on management of and the utilization of Iguazu National Park and on natural environment conservation of Green Corridor been prepared and in operation?	Ditto as above	Ditto as above	<p>The legal system and administrative settings are the same as mentioned at the time of mid-term evaluation in the below:</p> <ul style="list-style-type: none"> Misiones province has recognized importance of environmental policy implementation which is based on the Convention on Biological Diversity. It is shown by the proclamation of the provincial law on natural protective zones and the establishment of the management mechanism for those zones in 1992, which was the first case in Argentina. The laws and regulations on forest, wild animals, and natural protective zone and so on have been proclaimed, one of which is Green Corridor law. Both national and provincial governments have set several decisions and proposals on environmental conservation. The national government is legally obliged to make decisions and supervise in receiving international donors' support. For this purpose, the national government has set up APN and it has been conserving national eco-system, e.g. Paranaense forest.
	Will the project effect be	Will CP organizations have	- number of officers in	• Annual report or document of CP	<p>In terms of operation, it is still required to strengthen the implementation system</p> <p>Each C/P has recently increased the number of personnel in the department or section related to the Project.</p>

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
sustainable from organizational and financial aspects?	sufficient quality and number of officers in charge of activities?	charge - Stability of personnel in the same or related organizations	organizations - Comments by CPs ,WG members, and Japanese Experts	- MERNRyT increased the number of provincial rangers, from 50 to 120, more than doubled, in year 2006. Before the end of the year, it is planned to increase 20 rangers more. At the same time, MERNRyT has been promoting and strengthening the training for rangers. Number of ranger in the target area was increased from 13 to 21. MERNRyT has been promoting the training for rangers since capacity building for new rangers is particularly required - APN has increased the number of rangers. Then, there has been an increase in number of patrol from 11 times in 2003 to 37 times in 2005. - MCA is also increased the personnel at tourism, Sport, and environment department.	
					Do CP organizations set up the mechanism to disseminate useful and applicable outputs in wider scale?
	Will CP organizations have sufficient ownership of the project?	-	Ditto as above	The ownership of the C/P organizations apparently is found for sustaining the Project activities for the future as evidences described below. - There was the input necessary for the Project from the side of C/P organizations - C/P organizations' spontaneous actions in the fields related to the Project such as making a draft plan for further utilization of the outputs of the Project. - As a service provider in ecolodge, tourism service cooperative was established. - MERNRyT attempts to legislate the protected area surrounding of the Ecolodge. Mechanism for joint or coordinated actions among C/P organizations, however, needs to be further strengthened and established among them, in terms of division of responsibilities (supervision, personnel assignment, budget allocation) for the management and operation of each activity for the future.	
	Is it expected that the Argentine government will allocate sufficient budget for the activities?	-	Ditto as above	All the C/P organizations show sufficient willingness to keep and develop the activities and can be expected to allocate and disburse for them after the Project finished as well. Therefore, It can be expected that each C/P organization will allocate some resources to continue, develop, or disseminate the Project activities. - MERNRyT has presented a business plan of Ecolodge and has been planning to	

Five Evaluation Criteria	Evaluation Questions		Basis for Judgment/ Data required	Source of Info.	Result
	Main Items	Sub Items			
					<p>allocate the budget for Ecologde management, ranger training, and has presented their will to apply the Project experiences to other area inside the Province with the Spanish cooperation.</p> <ul style="list-style-type: none"> - Regarding APN and MCA, it is estimated that at least same level of budget would be allocated for the activities after the Project finished. Thus, financial factor would not drastically decrease sustainability of the activities.
	Will the project effect be sustainable from technical aspect?	Are the skills and knowledge transferred by the Project highly practical and applicable in Argentina?	-	Ditto as above	<ul style="list-style-type: none"> - The technologies and the methodologies transferred by the Project are highly practical and applicable in Green Corridor area in Misiones state. - The concept and the methodologies of buffer zone management can be applied not only in Misiones but also other states in Argentina
		Has the Project set the mechanism for dissemination of skill and knowledge during the Project term?	- Mechanism to provide training, technologies, and learning materials to those concerned	Ditto as above	This point was not analyzed clearly as a strategy of the Project in the beginning, however, the range of the stakeholder involved in the Project may have some effect on the dissemination. The coverage of personnel involved in the Project, i.e., from personnel in each C/P organization, other related organizations (NGO e.t.c.) and local people, was necessary to pursue the natural environment conservation. This aspect may contribute to dissemination of the Project experience.
		Can it be highly expected that the C/Ps will continue to work even after the Project finished?	-	Ditto as above	As in the analysis of mid-term evaluation, it is highly likely that the C/P personnel closely working with JICA experts would continue working for each of the C/P organizations even after the Project finished. The same can be said for rangers of MERNRYT.
		Will the provided equipment be properly treated and utilized to continue the Project activities for the future?	<ul style="list-style-type: none"> - Records of maintenance and use kept, - Assignment of persons in charge of maintenance of each equipment 	Ditto as above	<ul style="list-style-type: none"> - All equipments provided by Japanese side have been utilized for the Project activities and maintained. - It has not yet clarified that who and which organizations will be in charge of utilization and maintenance for each equipment/facility at Argentine side. Before the Project completion, it is necessary to be clarified.
	Any other factors which decrease sustainability of the Project?	Are there any social, cultural, or environmental disputes among stakeholders?	-	Ditto as above	<ul style="list-style-type: none"> - To the present, there are no serious social conflicts over the Project activities, however, it should be always noted in the future, paying attention to mitigate or alleviate negative impact to any of the citizen inside or outside of the target area. - In order to sustain and multiply the Project effects, it is prerequisite to promote further coordination or cooperation efficiently with other related organizations such as NGO, institutions in neighboring countries, international donors and so on.

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List of Japanese Experts

	Assignment	Period
Noboru MATSUSHIMA	Social Development / Project Manager	2004.05.10~2004.06.28
	Social Development / Project Manager	2005.01.29~2005.03.19
	Social Development / Project Manager	2005.07.26~2005.08.21
	Social Development / Project Manager	2006.01.29~2006.03.10
	Social Development / Project Manager	2006.05.27~2006.06.20
	Social Development / Project Manager	2006.11.16--~2006.12.20
Kazuhiro YAMASE	Natural Environment Conservation	2004.05.10~2004.06.03
	Natural Environment Conservation	2005.02.02~2005.02.26
	Natural Environment Conservation	2005.10.05~2005.10.29
	Natural Environment Conservation	2006.01.29~2006.02.22
	Natural Environment Conservation	2006.11.26~2006.12.20
Yasuo KAKEHI	Ecotourism 1	2004.05.10~2004.06.03
Kazu NAKAZIMA	Ecotourism 1	2005.02.02~2005.02.26
Nobuyuki YAGI	Ecotourism 2	2004.05.10~2004.06.03
	Ecotourism 2	2005.02.02~2005.03.04
	Ecotourism 2	2005.10.10~2005.11.04
	Ecotourism 2	2006.01.29~2006.02.22
Mitsuru WATANABE	Protected Area Management / Project Coordination	2004.04.10~2004.09.06
	Protected Area Management / Project Coordination	2004.12.20~2005.03.19
	Protected Area Management / Project Coordination	2005.06.10~2005.09.18
	Protected Area Management / Project Coordination	2005.11.17~2006.03.01
	Protected Area Management / Project Coordination	2006.05.14~2006.07.23
	Protected Area Management / Project Coordination	2006.09.21~2007.02.11
Hiromoto OSAKI	Environmental Education	2004.04.10~2005.03.19
	Environmental Education	2005.06.08~2006.03.14
	Environmental Education	2006.03.27~2007.02.18
Naoyuki SATO	Participated management of Natural Resource	2004.04.10~2005.03.19
	Participated management of Natural Resource	2005.06.08~2006.03.14
	Participated management of Natural Resource	2006.05.21~2007.02.18

List of Machinery and Equipment provided by Japanese side JFY2004

Items	Qt	Offices allocated	Use	Man't
Permanet tent	5	Ecolodge	C	A
Portable tent	2	Ecolodge	C	A
Digital camera	3	Office	A	A
Flip chart	3	Ecolodge, PNI Yacuy, Biblioteca	A	A
Table for projector	1	Office	E	A
TV	2	PNI Yacuy, PPU Uruzu	C	A
Video	2	PNI Yacuy, PPU Uruzu	C	A
DVD	2	PNI Yacuy, PPU Uruzu	C	A
UPS	4	Office, Ecolodge	A	A
Chain saw	2	Ecolodge	A	A
Drill	2	Ecolodge	A	A
Motor scythe	2	Ecolodge	A	A
Circular saw	2	Ecolodge	A	A
Impact Wrench	2	Ecolodge	A	A
Generator (big)	1	Ecolodge	E	A
Generator (small)	1	Ecolodge	C	A
Lighting equipments	6	Ecolodge	A	A
Desk for office	6	Office, Ecolodge, PNI Yacuy	A	A
Chair for office	6	Office, Ecolodge, PNI Yacuy	A	A
Keeping shelves	2	Office	A	A
Desk for meeting	1	Community salon	A	A
Vehicle (4x4, pickup type)	3	Each house of JICA expert	A	A
Desk top computer set (include printer and scanner)	4	Office, MERNRYT in Posadas, PNI Yacuy, Ecolodge	A	A
Notebook computer	4	Officer of APN, MERNRYT, JICA Experts, MCA Office	A	A
Copy machine	1	Office	A	A
Radio equipment	1	Each vehicle, Office, Ecolodge	A	A
Digital projector	1	Office	A	A
Screen with tripod	1	Office	A	A
Digital video camera	1	Office	C	A
Digital camera	1	Office	A	A

JFY2005

Portable microscope	2	Office	C	A
Binocular	3	Office	C	A
Canoe	5	Ecolodge	C	A
Kayak	3	Ecolodge	C	A
Air conditioner	2	Ecolodge, PNI Yacuy	C	A
Stove	1	Ecolodge	C	A
GPS	2	MCA Office, PNI Yacuy	C	A
Range	1	Ecolodge	A	A
Refrigerator / Freezer	1	Ecolodge	A	A
Keeping shelves	2	Ecolodge	A	A
Fire extinguisher (for kitchen)	2	Ecolodge	E	A
Fire extinguisher	1	Ecolodge	E	A
Water tank	1	Ecolodge	A	A
Desktop computer set	5	Office, Sec. Tourism Office, PPU Uruzu, Ecolodge	A	A
GPS	2	PPU Uruzu, Ecolodge	C	A
FAX	1	Office	B	A
Laminate machine	1	Office	C	A

Use condition
 A: Frequently (almost every day)
 B: Sometimes (1-3 a week)
 C: Use concentrated on particular period
 D: Rarely (2-10 times a year)
 E: No use due to particular reasons

Management condition
 A: Always possible to use with sufficient maintenance
 B: Almost no problem in use
 C: Possible to use if repaired
 D: Difficult to use

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List of Argentine Counterpart Personnel trained in Japan

Name of C/P	Position	Period	Title	Contents and responsible organization
Mr. Bruno Carpinetti	Director, Administration of National Parks (After the training, he was transferred to Sub-secretary, Environment Agency, Ministry of Health and Social Development)	2004.09.30~ 10.15	Nature Conservation / Natural Resource Management	JWRC (Administration for natural environment conservation / summary of national park system, etc.) Ministry of Environment (National Parks management) Forest for natural observation of Yokohama (Management of small protected areas) Yokohama Zoo (Breeding of wild animals)
Mr. Miguel Rinas	Director, Ministry of Ecology, Renewable Natural Resources and Tourism of Misiones Province			Forest for natural observation of Yokohama (Management of small protected areas) Yokohama Zoo (Breeding of wild animals)
Mr. Hugo Chaves	Technician, Administration of National Parks	2005.09.27~ 10.11	Nature Conservation	JWRC (Administration for natural environment conservation / summary of national park system, etc.) Ministry of Environment (National Parks management) Forest for natural observation of Yokohama (Management of small protected areas) Yatsugatake Nature Center (Display method / Management of visitor center) Institute Whole Earth (Environment Education)
Mr. Esteban Arzamendi	Park Ranger, MERNRyT			Forest for natural observation of Yokohama (Management of small protected areas) Yatsugatake Nature Center (Display method / Management of visitor center) Institute Whole Earth (Environment Education)
Mr. Marcelo Aap	Head, Secretary of Tourism, Environment and Sports, Andresito Municipality			Forest for natural observation of Yokohama (Management of small protected areas) Yatsugatake Nature Center (Display method / Management of visitor center) Institute Whole Earth (Environment Education)
Miss. Cecilia Beiloni	Park Ranger, APN	2006.08.30~ 09.11	Nature Conservation	JWRC (Administration for natural environment conservation / summary of national park system, etc.) Ministry of Environment (National Parks management) National Museum - Nature Education Park (Environment Education) Institute Whole Earth (Environment Education) Technical College for Environment (Education for environment conservation)
Mr. César Walter Cattáneo	Subsecretary, Subsecretary of Ecology, MERNRyT			National Museum - Nature Education Park (Environment Education) Institute Whole Earth (Environment Education) Technical College for Environment (Education for environment conservation)
Mr. Mauricio Bogado	Officer, Secretary of Tourism, Environment and Sports, Andresito Municipality			National Museum - Nature Education Park (Environment Education) Institute Whole Earth (Environment Education) Technical College for Environment (Education for environment conservation)

JWRC: Japan Wildlife Research Center



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List of Argentine counterpart personnel (Working group member list)

Name	Position	Assignment	Term	Training in Japan	Training subject
Joint Coordination Committee					
Carlos Rovira	Governor of Misiones Provincia	President of Committee	2004.6 ~	None	
Luis Jacobo	Minister, MERNRyT	Project Director	2004.6 ~	None	
Cesar Walter Cattaneo	Subsecretary, Subsecretary of Ecology, MERNRyT	Project Administrator	2004.6 ~	JFY 2006	Nature Conservation
Bruno Carpinetti	Director, Administration of National Parks	Representation, APN	2004.6 ~ 2006.7	JFY 2004	Nature Conservation
Daniel de la Torre	Director, Iguazú National Park, Chief, Department of Construcion	Substitution, APN	2004.6 ~ 2005.8	None	
Daniel Crosta	Director, Iguazú National Park	Substitution, APN	2005.8 ~	None	
Aldo Anibal Aap	Mayor, Comandante Andresito municipality	Representation, MCA	2004.6 ~	None	
Marcelo Aap	Representation, Secretary of Tourism, Environment and Sports, MCA	Substitution, MCA	2004.6 ~	JFY 2005	Nature Conservation
Hugo Camara	Assistant of Minister, MERNRyT	Executive secretary	2004.6 ~	None	
Working Group 1					
Walter Cattaneo	Subsecretary, Subsecretary of Ecology, MERNRyT	Representation, MERNRyT	2004.6 ~	JFY 2006	Nature Conservation
Pedro Bruera	Technician, Andresito Office, MERNRyT	Substitution, MERNRyT	2004.6 ~	JFY 2004	Forestry Management (groups)
Mercedes Rivas	Administrator, Puerto Iguazu Office, MERNRyT	Substitution, MERNRyT	2004.6 ~ 2005.08	None	
Ernesto Krauzuk	Chief, Division of Fauna and Flora, MERNRyT	Substitution, MERNRyT	2004.6 ~	None	
Esteban Arzamendia	Park Ranger, MERNRyT	Substitution, MERNRyT	2005.9 ~	JFY 2005	Nature Conservation
Hector Gabriel Abildgaard	Park Ranger, MERNRyT	Substitution, MERNRyT	2006.5 ~	None	
Daniel de la Torre	Director, Iguazú National Park, Chief, Department of Construcion	Representation, APN	2004.6 ~ 2005.08	None	
Adrian Georgopolos	Park Ranger, Iguazu National Park, APN	Substitution, APN	2004.6 ~ 2005.08	None	
Hugo Chaves	Technicia, Iguazu National Park, APN	Substitution, APN	2004.6 ~	JFY 2005	Nature Conservation
Daniel Fernandez	Chief, Department of Regional Development, Iguazu National Park	Representation, APN	2005.8 ~	None	
Marcelo Aap	Representation, Secretary of Tourism, Environment and Sports, MCA	Representation, MCA	2004.6 ~	JFY 2005	Nature Conservation
Fabian Basilio	Secretary, Secretary of government, MCA	Substitution, MCA	2004.6 ~	None	
Javier Gustavo Rasetto	Technician, MCA	Substitution, MCA	2004.6 ~ 2005.8	None	
Working Group 2					
Miguel Rinas	Director, General Ecology Department, MERNRyT	Representation, MERNRyT	2004.6 ~	JFY 2004	Nature Conservation
Estela Poisson	Chief, Division of Environmental Education	Substitution, MERNRyT	2004.5 ~	None	
Onécimo Olivera	Park Ranger, MERNRyT	Substitution, MERNRyT	2004.6 ~	None	
Monica Schioder	Park Ranger, MERNRyT	Substitution, MERNRyT	2005.5 ~	None	
Mabel Da Rosa	Park Ranger, MERNRyT	Substitution, MERNRyT	2005.9 ~	None	
Hugo Camara	Assistant of Minister, MERNRyT	Substitution, MERNRyT	2004.6 ~	None	

Name	Position	Assignment	Term	Training in Japan	Training subject
<i>Daniel de la Torre</i>	<i>Director, Iguazú National Park, Chief, Department of Construction</i>	<i>Representation, APN</i>	<i>2004.6 ~ 2005.08</i>	<i>None</i>	
<i>Aurian Georgopoulos</i>	<i>Park Ranger, Iguazu National Park, APN</i>	<i>Substitution, APN</i>	<i>2004.6 ~ 2005.8</i>	<i>None</i>	
<i>Hugo Cheves</i>	<i>Technicia, Iguazu National Park, APN</i>	<i>Substitution, Representation, APN</i>	<i>2004.6 ~ 2005.8</i>	<i>JFY 2005</i>	<i>Nature Conservation</i>
<i>Cecilia Estioni</i>	<i>Park Ranger, Iguazu National Park, APN</i>	<i>Substitution, APN</i>	<i>2005.3 ~</i>	<i>JFY 2006</i>	<i>Nature Conservation</i>
<i>Marcelo Aap</i>	<i>Representation, Secretary of Tourism, Environment and Sports, MCA</i>	<i>Representation, MCA</i>	<i>2004.6 ~</i>	<i>None</i>	
<i>Silvia Benitez</i>	<i>Teacher</i>	<i>Substitution, MCA</i>	<i>2004.5 ~ 2005.3</i>	<i>None</i>	
<i>Emilio Wuegelein</i>	<i>Staff, MCA</i>	<i>Substitution, MCA</i>	<i>2004.6 ~ 2005.3</i>	<i>None</i>	
<i>Mauricio Bogado</i>	<i>Staff, Secretary of Tourism, Environment and Sports, MCA</i>	<i>Substitution, MCA</i>	<i>2004.6 ~</i>	<i>JFY 2006</i>	<i>Nature Conservation</i>
Working Group 3					
<i>Carlo Sosa</i>	<i>Exective Coordinator, Green Corridor Special Unit, MERNRyT</i>	<i>Titular de MERNRyT</i>	<i>2004.6 ~</i>	<i>None</i>	
<i>Hugo Camara</i>	<i>Assistant of Ministor, MERNRyT</i>	<i>Substitution, MERNRyT</i>	<i>2004.6 ~</i>	<i>None</i>	
<i>Omar Sanchez</i>	<i>Technician, MERNRyT</i>	<i>Substitution, MERNRyT</i>	<i>2004.6 ~</i>	<i>None</i>	
<i>Maria Benitez</i>	<i>Technician, MERNRyT</i>	<i>Substitution, MERNRyT</i>	<i>2004.6 ~</i>	<i>None</i>	
<i>Ariel Kramer</i>	<i>Staff, Subsecretary of Tourism, MERNRyT</i>	<i>Substitution, MERNRyT</i>	<i>2005.8 ~</i>	<i>JFY 2005</i>	<i>Tourism and Env. (group)</i>
<i>Paula Barotto</i>	<i>Staff, Subsecretary of Tourism, MERNRyT</i>	<i>Substitution, MERNRyT</i>	<i>2006.7 ~</i>		
<i>Daniel de la Torre</i>	<i>Director, Iguazú National Park, Chief, Department of Construction</i>	<i>Reprecentation, APN</i>	<i>2004.6 ~ 2005.08</i>	<i>None</i>	
<i>Aurian Georgopoulos</i>	<i>Park Ranger, Iguazu National Park, APN</i>	<i>Substitution, APN</i>	<i>2004.6 ~ 2005.08</i>	<i>None</i>	
<i>Hugo Cheves</i>	<i>Technicia, Iguazu National Park, APN</i>	<i>Substitution, APN</i>	<i>2004.6 ~</i>	<i>JFY 2005</i>	<i>Nature Conservation</i>
<i>Marcelo Aap</i>	<i>Representation, Secretary of Tourism, Environment and Sports, MCA</i>	<i>Representation, MCA</i>	<i>2004.6 ~</i>	<i>JFY 2005</i>	<i>Nature Conservation</i>
<i>Mauricio Bogado</i>	<i>Staff, Secretary of Tourism, Environment and Sports, MCA</i>	<i>Substitution, MCA</i>	<i>2004.6 ~</i>	<i>JFY 2006</i>	<i>Nature Conservation</i>
<i>Aldo Fernando Antunez</i>	<i>Staff, Secretary of Tourism, Environment and Sports, MCA</i>	<i>Substitution, MCA</i>	<i>2006.7 ~</i>	<i>None</i>	
<i>Luis Randon</i>	<i>Staff, MCA</i>	<i>Substitution, MCA</i>	<i>2004.6 ~ 2005.8</i>	<i>None</i>	

Note 1: Persons indicated with boldface fonts denote counterpart for evaluation.

Note 2: Persons indicated with Italic fonts denote counterpart personnel concurrent with other components.

Local cost borne by Japanese side

	Item	JFY2004 \$1(peso)=37.333(yen)		JFY 2005 \$1(peso)=39.184(yen)		JFY 2006(Plan) \$1(peso)=37.773(yen)		Total	
		¥	\$	¥	\$	¥	\$	¥	\$
1	Project operation cost	¥10,605,000	\$284,065.04	¥8,975,000	\$229,047.57	¥7,357,000	\$194,768.75	¥26,937,000	\$707,881.36
2	Equipment purchase cost	¥17,754,000	\$475,557.82	¥1,759,000	\$44,890.77		\$0.00	¥19,513,000	\$520,448.59
3	Construction cost	¥5,013,000	\$134,277.98	¥3,049,000	\$77,812.37		\$0.00	¥8,062,000	\$212,090.36
	Total	¥33,372,000	\$893,900.84	¥13,783,000	\$351,750.71	¥7,357,000	\$194,768.75	¥54,512,000	\$1,390,399.43

Personnel expenses for JICA Experts are not included.

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Local cost borne by Argentine side

Currency: Peso

	Item	2004			2005			2006			Total
		MERNRyT	APN	MCA	MERNRyT	APN	MCA	MERNRyT	APN	MCA	
1	Project operation cost	\$18,750.00		\$560.00	\$12,000.00		\$12,900.00	\$57,000.00	\$46,880.00	\$13,400.00	\$161,490.00
2	Equipment purchase cost				\$135,000.00			\$5,000.00	\$10,320.00		\$150,320.00
3	Construction cost	\$14,400.00		\$20,000.00				\$5,000.00			\$39,400.00
	Total	\$33,150.00	\$50,288.00	\$20,560.00	\$147,000.00	\$48,225.00	\$12,900.00	\$67,000.00	\$57,200.00	\$13,400.00	\$449,723.00

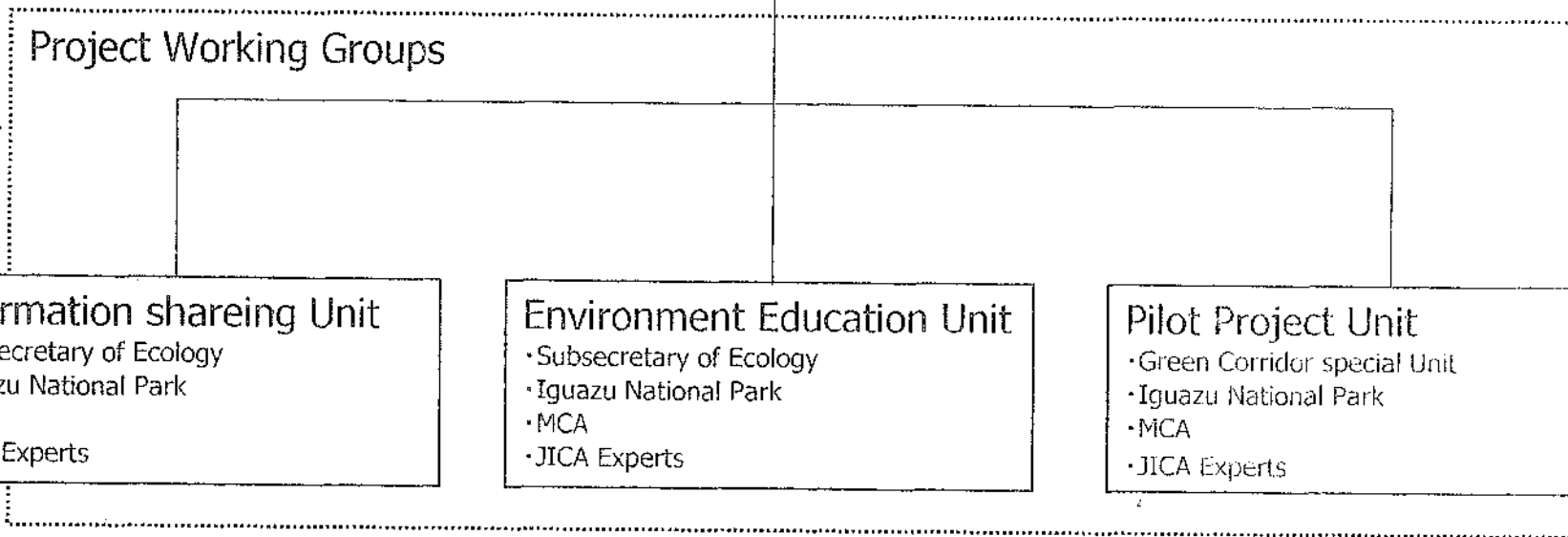
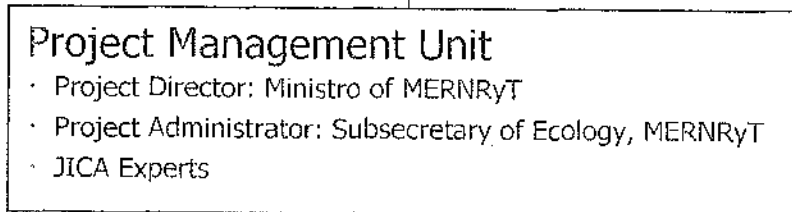
*Not including the personnel cost for C/P

*The above numbers are provided by each organizations under their responsibilities

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Project Implementation Structure chart



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Detailed Schedule of Terminal Evaluation

Date	Day	Major work	Place of Stay
11.29	Wed	<Ms. Mishima> 19:55 Buenos Aires (AR1756) → 21:25 Posadas	Posadas
11.30	Thu	09:00 Courtesy call and Meeting at Min.of Ecology, Misiones 14:00 Lv. Posadas for Andresito	Andresito
12.1	Fri	09:00 Courtesy call and Meeting at Andresito Gov. Office 10:00 Interview to C/Ps, Project site observation 13:00 Interview to C/Ps, Project site observation	Andresito
12.2	Sat	10:00 Interview to C/Ps 15:00 Interview to JICA Experts	Andresito
12.3	Sun	<Mr. Ito> 18:40 Tokyo(Narita) (JL048) → <Ms. Mishima> Making a draft of Evaluation Grid	Andresito
12.4	Mon	<Mr. Ito> 08:05 → Sao Paulo 10:30 Sao Paulo (JJ8010) → 12:20 Buenos Aires 15:30 Meeting at JICA Office 16:30 Courtesy call to Embassy of Japan <Ms. Mishima> 09:00 Lv. Andresito for Puerto de Iguazu 10:00 Interview to C/P and Rangers in Uruzu 14:00 Courtesy call and Meeting at Iguazu APN 18:00 Interview to School Teachers	Bs.As. Andresito
12.5	Tue	<Mr. Ito> 07:50 Buenos Aires (AR1742) → 09:35 Iguazu 10:00 Lv. Iguazu for Andresito 13:00 Meeting with Consultant <Ms. Mishima> 11:30 Interview to C/P 13:00 Discussion with official member	Andresito Andresito
12.6	Wed	(Joint Evaluation Committee Meeting 1 st day, at Andresito) 09:00 Explanation of Evaluation Method 10:00 Site observation 11:30 Presentation by the Project team	Andresito
12.7	Thu	(Joint Evaluation Committee Meeting 2 nd day, at Andresito) 09:00 Making Accomplishment Grid and Evaluation Grid 13:00 Making Accomplishment Grid and Evaluation Grid.	Andresito
12.8	Fri	<Mr. Takano> 10:00 Buenos Aires (AR2720) → 12:05 Iguazu 13:00 Lv. Iguazu for Andresito 15:00 Internal meeting <Mr. Ito, Ms. Mishima> 09:00 Making Evaluation Grid and Evaluation Report 15:00 Internal meeting	Andresito Andresito
12.9	Sat	09:00 Site observation 13:00 Making Evaluation Report	Andresito
12.10	Sun	Move to Iguazu	Iguazu
12.11	Mon	(Joint Evaluation Committee Meeting 3 rd day, at Iguazu) 08:00 Making Evaluation Report ,Making Accomplishment Grid	Iguazu

		and Evaluation Grid 14:00 Making Evaluation Report	
12.12	Tue	(Joint Evaluation Committee Meeting 4 th day, at Iguazu) 09:00 Making Evaluation Report 13:00 Making Minutes of Meetings(M/M)	Iguazu
12.13	Wed	<Survey team > Making M/M Preparation for Joint Coordinating Committee Meeting <Project team > Procedure for M/M pre-approval by each C/P organizations	Iguazu
12.14	Thu	(Joint Coordinating Committee Meeting at Iguazu) 15:30 Opening Presentation by the Project team Report of the result of final evaluation 18:00 Signing M/M	Iguazu
12.15	Fri	10:15 Iguazu (AR2743) → 12:05 Buenos Aires 15:00 Report to JICA Office 16:30 Report to Embassy of Japan	Bs.As.

