

4.5.3 バイリマ自然保護区

(1) バイリマ自然保護区の自然環境と利用状況

バイリマ自然保護区はバエア山南東斜面一帯に位置し、その山麓平坦部には国立植物園が設置されている。同園内には園芸植物等を含む多様な樹木が植栽されているほか、芝生地も広がっている。当保護区のバエア山南東斜面はなだらかで全面的に森林が広がり、サモアの首都アピア住宅街となるバイリマ地区からの良好な景観対象となっている。ただし、その山頂部には果樹や園芸樹木が植えられ、当該斜面には西アフリカ原産カエンボクが侵入し、さらにカリブ海島嶼の外来マツが植林されている等の植生であり、当保護区は原生状態ではない。また、当保護区の生物相については、調査を実施し、とりまとめしているところである。

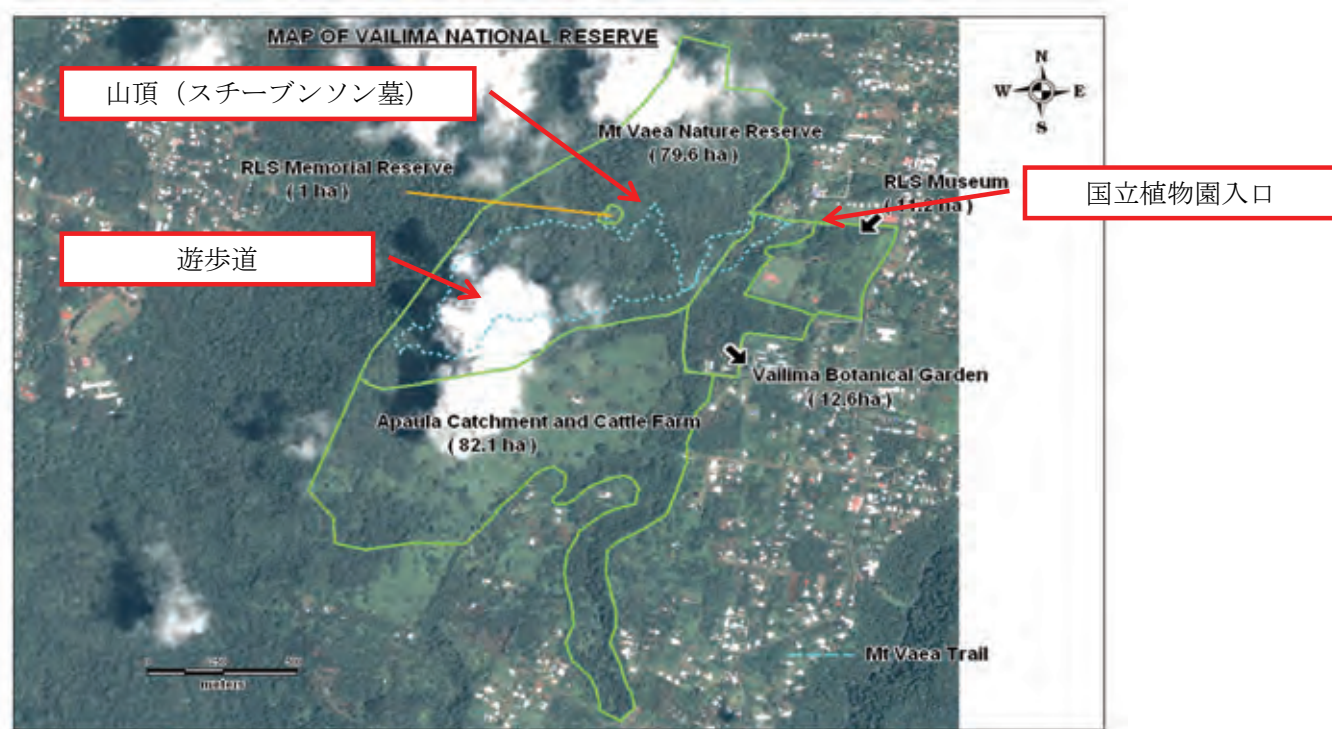


図 バイリマ自然保護区



上記の自然環境を擁するバイリマ自然保護区においては、アピア中心部から南約3kmの近郊にあるため、比較的に簡単にアクセスできる自然とのふれあいの場として、利用頻度が高い。山斜面には、植物園入口から入る2通り（40分程度、60分程度）のコースがあって、山頂まで続く遊歩道のトレッキングが主な利用となっており、1日平均30人程度の利用がされているとのことである。また、スチーブソン墓があるバエア山頂からは市街地や海岸が眺望でき、良好な展望地となっている。当保護区の利用状況については社会ニーズの状況等の調査がおこなわれ、当保護区の利用要望は高いとのこと。また、植物園で植栽されている植物解説板を順次整備し、利用情報の発信に努めているところであった。



(1) バイリマ自然保護区 of 取組

本プロジェクトにおける当公園の管理を向上させるための主な取組は以下のとおり。

- ① 当保護区の価値を把握し、社会のニーズの適正な利用を促進するため、生物相・利用状況に関する現況調査を実施した。



(水生生物調査)

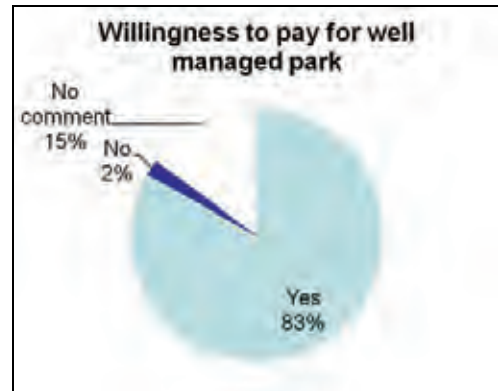


図 公園利用ニーズの把握

- ② 実験区を設け外来植物の生育状況、対策効果をモニタリングし、また在来植物の植樹を実施するための育苗などの科学的アプローチを用いた外来植物対策を試行していた。



- ③ ビジターセンターを整備し、自然情報と利用情報を発信する予定としていた（プロジェクト終了時には完成予定）。

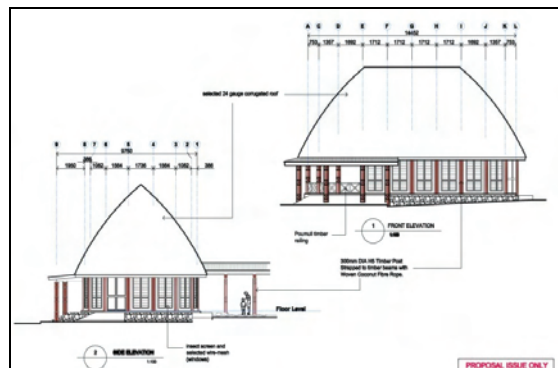


図 ビジターセンター図面案

- ④ 利用頻度が高い箇所において、土砂流出防止、利用情報の発進のための利用施設を整備し、適正な利用を推進した。



- ⑤ 地域コミュニティの保護区管理の参加を図るため、自然保護を普及する座談会や環境教育プログラムを展開した。



4.6 プロジェクトの実施過程について

4.6.1 活動の遅延

管理計画は、当初、2008 年末までに策定される予定であった。ドラフト計画の策定が 2009 年 11 月に延びた理由としては、(a) チーフアドバイザーの着任が 5 ヶ月遅れたため、管理計画策定開始が遅れたこと、(b) 管理計画策定を担当する C/P のポストが数カ月にわたり空白となり、作業が停滞した期間があったこと、(c) 管理計画策定に係る一連の作業を C/P への技術移転過程として位置づけたため、策定作業の進捗は C/P の技術習得度合にも影響され、結果として時間を要したこと、が挙げられる。

2009年9月に発生した津波の際、サモア政府は天然資源環境省を被害・復旧対策調整機関に位置づけた。このため、C/Pはプロジェクトに携わることができず、プロジェクト活動は3-4週間にわたって停滞した。また、津波被害への対応により、バイリマ自然保護区のビジターセンター建設計画も一ヵ月遅延することとなった。

4.6.2 プロジェクト運営

プロジェクト開始当初より、日本人専門家とC/P間のコミュニケーションは十分に図られてきた。このため、プロジェクト運営に係る意思決定上の問題などは生じていない。プロジェクト活動のモニタリングについては、具体的枠組みは設定していないものの、ほぼ毎週行われる関係者間の会合の際に活動進捗に関わる意見交換が行われ、問題点等は常に共有され、解決策が検討されてきた。

C/Pの配置については、4.5.1で述べたように、異動等によってC/P不在期間が生じるなど、プロジェクト運営に支障をきたすことがあった。

第5章 評価結果

評価調査団は、本終了時評価の全調査活動を通じて得られた情報を基に、プロジェクトの妥当性、有効性、効率性、インパクト、自立発展性について検討した。その結果、評価団として以下のような判断を下すことで合意した。

5.1 妥当性

本プロジェクトは日サ両国の政策に合致し、適切なアプローチを採用していることから、妥当性は「高い」と判断した。具体的な根拠は以下の通りである。

- (1) アウトプット、プロジェクト目標は、サモア政府の森林政策に合致している。すなわち、本プロジェクトは、国立公園・保護区では自然状態を保存するという原則⁵を定めた1974年「国立公園及び保護区法」、管理計画の策定を定めた1989年「土地環境法」、保護区管理の強化を通じた生物多様性保全を定めた2001年「生物多様性戦略及び行動計画」、にそれぞれ合致している。
- (2) プロジェクト目標、上位目標は、日本政府のODA政策に合致している。2008年の国別データブックによれば、環境保全はサモア国に対するODA重点分野の一つに位置づけられている。また、国立公園・自然保護区管理を通じた生態系保全は、JICA自然環境保全分野の重点項目である「2. 生物多様性の高い地域の生態系の保全」に合致している。
- (3) 本プロジェクトは、国立公園・自然保護区管理に係るC/Pの能力向上のため、管理計画策定および事業実施の諸活動をC/Pの能力向上機会として位置づけた。このアプローチは、コンサルタントによる管理計画策定や専門業者によるインフラ整備と異なり、成果達成までに時間を要するが、一方で、C/Pに実務的・技術的知見が集積されることが期待される。このため、プロジェクト終了後、C/Pが他の国立公園・自然保護区において管理計画を策定することが可能となり、上位目標の達成方法としては極めて妥当なアプローチであると考えられる。

5.2 有効性

本プロジェクトはプロジェクト目標を達成し、アウトプット達成とプロジェクト目標達成との因果関係も高く、外部リソースを有効に利用していることから、有効性は「高い」と判断した。具体的な根拠は以下の通りである。

- (1) プロジェクト目標は、4.3で述べた通り、既に達成されている。
- (2) アウトプット1の計画策定、アウトプット2の事業実施、アウトプット3の啓蒙活動は、それぞれプロジェクト目標達成に貢献しており、アウトプット達成とプロジェクト目標達成の因果関係は極めて高い。

⁵ 但し、原則を守る限りにおいて、一般住民は国立公園の自然資源を観光などの形で利用できる。

- (3) プロジェクトは、外部リソースを極めて有効に利用した。例えば、各種ベースライン調査における著名な実績を持つ専門家の招聘、侵入樹種駆除・生態系修復活動における国際組織との連携、啓蒙活動における青年海外協力隊との連携、などである。

5.3 効率性

本プロジェクトの効率性は「高い」と判断した。投入は概ね適切で、4.2 で述べた通り、期待されたアウトプットが産出されている。なお、効率性に係る特筆すべき点として以下の二つが挙げられる。

- (1) 技術移転に際しては外部リソースが有効に活用されたが、この際、リソースパーソンが所属する組織との間で費用負担を分担するというアレンジが行われた事例がある。
- (2) 小規模インフラ整備に係る技術移転に際しては、日本人技術者が短期専門家として現地において技術指導を行うと同時に、本邦研修においては、インフラ担当の C/P が日本人技術者の所属する組織において研修を受けた。異なるスキームを連携させたことにより、C/P への技術移転は極めて効率的に行われた。

5.4 インパクト

本プロジェクトによる正の波及効果は多分野にわたり、一方で、問題視される負の波及効果は生じていないことから、本プロジェクトのインパクトは「高い」と判断した。具体的な根拠は以下の通りである。

- (1) プロジェクト活動の成果を発展させる形で、新たなプロジェクトが二件形成された。IUCN 支援による流域保全プロジェクトと、もう一方は公益基金のひとつ CEPF 支援による蝶・コウモリ保護プロジェクトである。両プロジェクトとも、天然資源環境省の関係部局が実施している。
- (2) 国立公園・自然保護区周辺集落における啓蒙活動は、住民委員会の結成に繋がり、住民委員会は資源保全のため国立公園・自然保護区管理活動に参画するようになった。
- (3) 管理計画策定および事業実施活動に参画した C/P は、個々の技術レベルを向上させたのみならず、仕事に対するコミットメントをも高めた。天然資源環境省の幹部は、このような職員の姿勢変化を高く評価している。
- (4) 負の波及効果は観察されていない。

5.5 自立発展性

本プロジェクトを通じて得られた成果は、プロジェクト終了後も継続して実践されていく可能性が極めて高いことから、自立発展性に関する評価は「高い」と判断した。具体的な根拠は以下の通りである

- (1) 4.3 で述べた通り、C/P は、管理計画策定および管理実務に係る様々な技術能力を向上させており、プロジェクト終了後も、これらの活動を通常業務の中で実践していくことが可能である。

- (2) C/P は、オレブププエ国立公園およびバイリマ自然保護区の住民委員会との間に信頼関係を築いており、また、住民委員会は資源保全へのコミットメントを表明し、実務的な取り組みを行っている。さらに、住民委員会は、自らの価値意識に根ざした保全活動の推進に関心を示し（7.1.2(6)を参照）、C/P もこのような住民委員会の活動方針に対して支援の意向を示している。このような状況から、国立公園・自然保護区周辺の集落住民は、プロジェクト終了後も保全活動を継続していくものと考えられる。
- (3) 一般住民の意識向上活動（特に、学校プログラム）に携わったリソースパーソン（専修学校の教員）は、プロジェクト終了後も、独自の予算で活動を継続していくことを表明している。

第6章 結論

終了時評価実施時点において、アウトプットおよびプロジェクト目標の達成度は既に十分な水準に達している。また、上位目標も数年以内に達成されるものと見込まれる。5項目評価についても、すべての項目において「高い」という判断となった。このように、本プロジェクトはPDM・POなどのプロジェクト計画が規定する枠内において極めて高い成果を上げたと結論づけられる。

第7章 提言と教訓

7.1 提言

これまで述べてきたプロジェクトの実績および評価結果に基づき、本終了時評価団はプロジェクト関係者に対して以下の提言を行った。

7.1.1 プロジェクト終了時までの取り組みについて

(1) 管理計画策定マニュアルの完成

プロジェクトは、終了時までに管理計画策定過程の全体像をフローチャートの形で取り纏める必要がある。

(2) バイリマビジターセンターの完工

バイリマ自然保護区において建設予定であるビジターセンターは、プロジェクト終了間際に完工する見通しであるため、プロジェクトは工事が予定通り進むよう進捗状況を丁寧にモニタリングする必要がある。

(3) 管理計画の見直し規定について

国立公園・自然保護区を取り巻く諸状況は変化していくことから、管理計画の内容についても、状況に応じて見直すことが求められる。現在のドラフト管理計画には見直し条項がないため、C/Pは、例えば「5年毎に見直し」などの規定を管理計画に盛り込むことが望ましい。

(4) 管理計画の完成と承認

ドラフト管理計画は、現在、公聴会などを通じて意見を募集している段階であるが、C/Pは、意見集約が終了次第、必要箇所を訂正した上で完成させ、政府の正式な承認を得る必要がある。

(5) 管理計画の実施

2009年11月に公表されたオレププエ国立公園およびバイリマ自然保護区のドラフト管理計画には、各々管理戦略が記載されている。その主要部分は、これまでのプロジェクト活動を通じて実施されてきたが、新たに取り組むべき課題も一部含まれている。このため、C/Pは、プロジェクトの残り期間を利用して管理戦略を実行に移すための実施計画を策定することが望ましい。実施計画策定においては、管理戦略の優先順位づけを行うとともに、予算およびタイムフレームを設定する必要がある。

また、優先順位の高い戦略については、森林局および環境保全局の管理計画に組み込むことも検討すべきである。但し、この場合、当該局の人的・予算的キャパシティを十分に考慮した上で、実効性の高い形で組み込む必要がある。

(6) 標本・データの保管場所

本プロジェクトは、ベースライン調査などを通じて、サモア国の動植物および森林生態系に関する多様な標本・データを収集してきた。これらの科学的知見を利用可能な形で保管するため、プロジェクトは保管場所となる建物を建設することが望ましい。また、電子データは、極力 GIS データベースに保管することが望まれる。

7.1.2 プロジェクト終了後の取り組みについて

(1) 生物多様性条約第 10 回締約国会議

C/P は、2010 年 10 月に名古屋で開催される上記会議に参加し、本プロジェクトを通じて得た知見を世界各国の参加者と共有することが望ましい。

(2) 保護地域管理に関する国家戦略

サモア国では、これまでに生物多様性保全のための国家戦略が策定済みであるが、国立公園・自然保護区などの保護地域が各々どのような役割を担っていくのか、という点に関するビジョンは必ずしも明確になっていない。このため、C/P は保護地域管理に関する国家戦略を作成し、国立公園や自然保護区の位置づけを明確に打ち出すことが望ましい。

(3) プロジェクトのフォローアップ

JICA は、本プロジェクト終了後も随時フォローアップ活動を行う必要がある。特に、上位目標達成に際しては、4.4 の脚注で述べたようにアドバイザーの果たす役割が重要であり、必ずしもサモア国内に常駐する必要はないものの、C/P に対して適宜助言を行える人材を配置すべきである。

(4) 境界線に係る協働アプローチ

管理計画に記載されている管理戦略には、国立公園・自然保護区に係る境界線問題への取り組みが重要事項の一つとして位置づけられている。これは、国有地と伝統的な共有地とがオーバーラップしている地域の土地問題について取り組むものである。一般に、土地所有に関わる問題は解決が難しいことから、C/P は、境界線に関して、国立公園・自然保護区内の土地所有権問題に焦点を当てるのではなく、所有権は柔軟に捉えた上で、資源の保全について関係者間で合意し、各々の役割に基づく保全活動を実施する協働管理アプローチの採用を検討することが望まれる。

(5) 青年海外協力隊の派遣

C/P による一般住民への啓蒙活動は既に軌道に乗っているが、環境教育分野の青年海外協力隊を派遣することにより、啓蒙活動はさらに活性化することが期待される。

(6) 住民の価値意識に基づく資源保全

プロジェクト関係者は、集落における諸活動を通じて、国立公園・自然保護区周辺の集落住民が森林に対して独自の自然観・保全観を抱いていることを理解した。彼らの自然観・保全観は、援助機関が持ち込む「保全」概念とは異なるものであり、C/Pは、住民が持つ自然観・保全観に依拠した資源保全手法を模索していくことが望まれる。

(7) 収益事業

C/Pは、国立公園・自然保護区管理予算捻出のため、収益事業の企画立案に取り組む必要がある。駐車料の徴収や土産物販売などは比較的短期間で取り組める事業である。また、フィジー・トンガでは収益事業で成果を挙げている事例もあり、これらの知見を学ぶことも重要である。

(8) 南太平洋諸国との経験共有

本プロジェクトの成果は、地勢・気候状況が近似している南太平洋諸国間で共有できる可能性が高い。C/Pは、一連の成果を他国の関係者と経験共有する機会を設けることが期待される。例えば、2010年初頭に開催される侵入樹種除去に関する国際ワークショップなどはその好例である。

7.1.3 サモア国立公園・自然保護区の管理に係る方向性について

(1) 日本の国立公園との比較

わが国の国立公園等自然公園においては、土地の所有権に関わらない一定の要件⁶を有する地域を自然公園として指定し、各種行為を公用制限することによって自然景観を保護する地域制自然公園の制度を採用している。この制度は、自然要素や土地利用状況等を踏まえゾーニングし、様々な規制の強さをもって保護と利用とのバランスを調整し、自然景観の保護を図っている。

⁶ 自然公園は、傑出した自然の風景地であって、それを構成する地形地質、地被、自然現象、野生動物、文化景観、海中動植物、海中地形等の景観価値の評価が高いことが必要である。その風景の雄大さ及び景観価値の評価により、国立公園、国定公園、都道府県立公園に区分される。

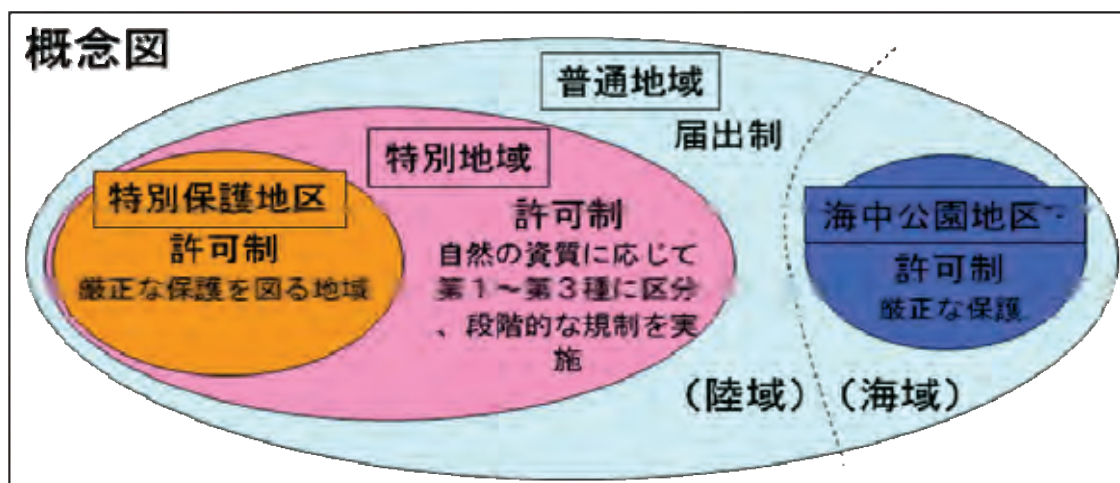


図 日本の国立公園制度の概念 (*2) ⁷

一方で、サモアでは、既に境界内で部落単位での利用がされ既得権が主張されているなど、国立公園・自然保護区の境界が一部不明確であるものの、わが国とは異なり、公園管理当局が土地所有権などの権限を取得し、厳格な公園管理を行える営造物自然公園制度をとっている。そのため、サモア国立公園・自然保護地区制度の趣旨に基づく管理を推進しやすい状況にあるが、その分管理のための財政的負担も大きくなって、限定的な管理にならざるを得ない。

(2) サモアにおける国立公園及び自然保護区の管理のあり方

サモア国立公園及び自然保護区の指定趣旨と、自然環境及び利用状況の現状を踏まえ、以下のとおり、管理のあり方が考えられる。

1) オレププエ国立公園

達成すべき目標；ありのままの自然を保護し、生態系を保全していくこと

- ① 生状態が現存する自然環境を厳格に保護していく
→徹底した行為の制限（ゾーニング、立入制限）、監視・管理体制の確立
- ② 劣化している自然環境を再生させる
→外来生物対策（防除、侵入防止）の実施
- ③ 現状の利用による環境負荷を低減させる
→利用地区の限定、利用負荷（踏みつけ、汚水処理、導線増加）低減のための施設整備

2) バイリマ自然保護区

⁷ 法改正により平成22年4月1日より、海中公園地区が海域公園地区に変更される。海中公園地区は優れた海中景観を保護する仕組みであったが、近年、干出する岩礁等特徴的な地形、藻場や干潟の生物多様性が高く評価され、それらも保護できるような広い概念の海域を対象とした仕組みに変更となった。

達成すべき目標；自然を保護しつつも、適正な利用を促進していくこと

- ① 現状の利用による環境負荷を低減させる
→利用負荷（踏みつけ、導線増加、土砂流出）低減のための施設整備、施設管理体制の
確立
- ② バイリマ自然保護区における「適正な利用」を検討する
→利用ルールづくり
- ③ バイリマ自然保護区における「自然の保護」を検討する
→同保護区の自然のあり方の整理、保護方針づくり

(3) 管理に係る取組状況と方向性

上記管理のあり方案及び現在の取組状況の連動性と今後の取組について、下表のとおり提案する。

【オレブプエ国立公園】			
管理目標	管理のあり方	取組状況	今後の取組案
1 原生状態が現存する自然環境を厳格に保護していく	徹底した行為の制限 (ゾーニング、立入制限)	自然環境の価値(適切な制限を検討するための材料)を把握するため、生物相に関する各種現況調査を実施	行為制限プログラム(計画)の立案
	監視・管理体制の確立	地域との施設管理に関わる協働体制を構築したとともに、普及啓発(座談会・環境教育)を実施	公園管理当局と地域との役割分担の明確化、地域参加の公園管理体制に係る普及啓発の強化
2 劣化している自然環境を再生させる	外来生物対策の実施 (防除、侵入防止)	地域と協働により外来植物対策を実施	外来生物対策に係る継続体制の確立、外来生物持ち込み防止手法の検討
3 現状の利用による環境負荷を低減させる	利用地区の限定	—	利用状況の把握、上記行為制限プログラムと連動した利用地区の指定
	利用負荷低減施設の整備 (踏みつけ、汚水処理、導線増加)	自然情報・利用情報を発信するビクターセンターを整備、利用の快適性を向上させる案内板・スリップ防止用階段・広場水抜け暗渠を整備	踏みつけ防止のための木道・高頻度に対応したトイレの整備、探勝地までのアプローチ道の改修、導線確保のための案内板の設置

【バイリマ国立自然保護区】			
管理目標	管理のあり方	取組状況	今後の取組案
1 現状の利用による環境負荷を低減させる	利用負荷低減施設の整備 (踏みつけ、導線増加、土砂流出)	自然情報・利用情報を発信するビクターセンターを整備(予定)、利用の快適性を向上させる案内板・踏みつけ防止用の歩道・土砂流出防止用の階段を整備	利用実態から利用負荷低減のための利用施設の整備計画を立案し、計画的な整備の推進
	施設管理体制の確立	地域への普及啓発(座談会・環境教育)を実施	保護区管理当局と地域との役割分担の明確化、地域参加の保護区管理体制に係る普及啓発の強化
2 バイリマ国立自然保護区における「適正な利用」を検討する	利用のルールづくり	利用状況把握調査を実施	同保護区の適正利用のあり方・利用ルールの立案
3 同保護区における「自然保護のあり方」を検討する	自然保護のあり方・方針づくり	自然環境調査、外来生物調査を実施	同保護区の自然保護のあり方・方針の立案

以上を踏まえ、サモアの国立公園・自然保護区の管理に係る今後の方向性案についてまとめる。

- 1) 把握している現状を、自然保護への取組みに反映すること
保護すべき自然及び利用の価値を明確化し、保護(ゾーニング等)や利用(施設整備マップ等)の方針を策定し、具体的、計画的な措置を実現していくことが必要。

2) 長期的な管理を継続できる体制づくりを確立していくこと

自然・利用の価値を把握するための科学的調査、適正な利用推進のための技術移転については、高度な技術を有した適切な支援が継続される必要がある。また、国立公園・自然保護区の管理に係る財源確保は重要となり、獲得策の検討も必要。

3) 管理に関する役割分担の明確化すること

国立公園・自然保護区の管理について、管理当局と地域との役割や作業分担を明確化した管理運営体制を確立する必要がある。地域の普及啓発を進める上で管理運営を協働とする場合は、当局においては強いリーダーシップを育成すること、地域においては雇用創出に繋がるのが重要となる。

4) 適切な利用の推進のための普及啓発を強化すること

国立公園・自然保護区の公益性を踏まえ、啓蒙対象を関係地域から範囲を拡大し、直接同国立公園・同保護区に関わりを持たない者の関心を育み、理解を深める取組を検討する必要がある。

7.2 教訓

(1) 目標達成における連携の重要性

本プロジェクトは、アウトプットを産出する過程において、高い専門性を持つリソースパーソンを比較的 low コストで調達すると同時に、国内外の関係機関との連携を深めてきた。高い専門性を持つリソースパーソンによる活動は、高い技術水準を持つ C/P の育成につながることに加え、業務に対する C/P 自身の向上心・コミットメントを高めることにも大きく貢献したと考えられる。また、関係機関との連携は、現地での GIS 研修などプロジェクト単独では提供できない技術移転を可能にすると同時に、連携機関がプロジェクトの成果を利用することによって上位目標の達成に向けた活動が広域的に展開されるなど、様々な面において優れた結果を出すことに繋がっている。

(2) 技術移転における実践的参加の重要性

本プロジェクトは、管理計画策定過程を C/P への技術移転機会として戦略的に捉えたため、管理計画策定には時間を要したものの、着実に技術移転が行われた。さらに、当該分野で高い技術力を持つ人材をリソースパーソンとしたこと、および、研修と実践が有機的に組み合わせられたことにより、C/P の学習意欲が高まったことも重要な成功要因と考えられる。

附属資料

1. MINUTES OF MEETINGS (協議議事録)

- Annex I Schedule of the Evaluation
- Annex II List of Personnel Consulted
- Annex III Project Design Matrix (PDM)
- Annex IV Plan of Operation (PO)
- Annex V Organizational Structure of the Project
- Annex VI Performance of Inputs
- Annex VII Evaluation Grid (1): Achievement of the Project
- Annex VIII Evaluation Grid (2): Analysis on Five Evaluation Criteria
- Annex IX List of Awareness Raising Activities

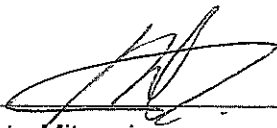
2. 評価グリッド結果 (英文)

**MINUTES OF MEETINGS
BETWEEN THE TERMINAL EVALUATION TEAM
AND THE AUTHORITY CONCERNED OF
THE GOVERNMENT OF INDEPENDENT STATE OF SAMOA
ON
THE PROJECT FOR ENHANCING MANAGEMENT CAPACITY FOR
NATIONAL PARKS AND NATIONAL RESERVES OF SAMOA**

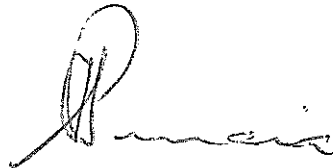
The Terminal Evaluation Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency (JICA) and headed by Mr. Hiroto Mitsugi, conducted the terminal evaluation of The Project for Enhancing Management Capacity for National Parks and National Reserves of Samoa, from 6 December to 11 December, 2009, and explained the evaluation result to the authorities concerned in the Ministry of Natural Resource and Environment.

As a result of a series of surveys and discussions, both sides, the Ministry of Natural Resource and Environment and the Team agreed on the contents of the evaluation report, which is attached hereto.

Apia, 11 December, 2009



Mr. Hiroto Mitsugi
Leader
Terminal Evaluation Team
Japan International Cooperation Agency



Mr. Suluimalo Amataga Penaia
Acting Chief Executive Officer
Ministry of Natural Resource and
Environment
Independent State of Samoa

TERMINAL EVALUATION REPORT
ON
THE PROJECT FOR ENHANCING MANAGEMENT CAPACITY
FOR NATIONAL PARKS AND NATIONAL RESERVES OF SAMOA
IN
INDEPENDENT STATE OF SAMOA

Apia, Samoa

December 11, 2009

Evaluation Team

1. Introduction

The Project for “Enhancing Management Capacity for National Parks and National Reserves of Samoa” (hereinafter referred to as the “the project”) started in March 2007 and will come to the end of the three-year cooperation in March 2010. According to the JICA guideline, JICA conducts the terminal evaluation before the end of the project.

1.1 Objective of the Evaluation

The following is the main objectives of the evaluation;

- (1) To verify the accomplishments of the project compared to those planned;
- (2) To identify obstacles and/or facilitating factors that have affected the implementation process;
- (3) To analyze the project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability); and
- (4) To make recommendations on the project regarding the measures to be taken for the remaining period and the post-project period.

1.2 Members of the Evaluation Team

- (1) Hiroto MITSUGI, Mr. (Leader): Deputy Director General, Forestry and Nature Conservation Group, Global Environment Department, JICA
- (2) Tsutomu TAMURA, Mr. (National Park Management Expert): Technical Official for National Park Management, Ministry of the Environment
- (3) Hideyuki KUBO, Mr. (Evaluation Analysis): Natural Resources and Environment Specialist, Social Development Department, Global Link Management Inc.

1.3 Schedule of the Evaluation

The evaluation study was conducted from December 6 to December 12, 2009. The evaluation team (hereinafter referred to as the “team”) collected the information through a series of interviews with Japanese experts and Samoan Counterparts of MNRE, F/D and DEC. The team also conducted some field observation in O Le Pupu-Pu’e National Park and Vailima National Reserve. Based on these results, the team prepared a draft report and finalized it on December 11, 2009. The detailed schedule is attached (Annex I).

2. Outline of the Project

2.1 Background of the Project

Samoa has most unique ecosystems, especially in indigenous species of plants and birds. The Government of Samoa (GoS) designates areas of high ecological value as three types of reserves, namely National Park, National Reserve and Community-based Conservation Area. For instance, O Le Pupu-Pu’e National Park and Lake Lanoto’o National Park are among the sixty biodiversity

hotspot sites of Polynesia and Micronesia identified in 2004 by Conservation International (CI), an international NGO.

However, Samoa faces a threat of the loss of such unique ecosystems due to the decrease of forest area arising from expansion of farm lands, logging, commercial development and others. In addition, Samoa is vulnerable to spread of invasive species due to island-specific characteristics, such as narrow area and isolated location. Many of those species spread into exploited areas through the expansion of farm lands and deforestation, decreasing indigenous species and causing serious damage to ecosystems.

In order to address such problems, it is necessary for the authorities concerned to properly manage reserve areas. However, GoS faces a wide range of problems, such as limited experiences and capabilities of staffs in the organizations concerned, lack of equipments and machinery and lack of budget. Although there are attempts to revise/formulate management plans for National Parks and National Reserves, management activities have not been appropriately implemented.

Given these situations, there is a pressing need to enhance management capacity for National Parks and National Reserves of Samoa within the government's program of implementation of MNREM Corporate Plan 2006-2009.

2.2 Summary of the Project

(1) Project Purpose: Institutional and administrative abilities of the authorities concerned (F/D and DEC, MNREM) are enhanced to appropriately manage National Parks and National Reserves in Samoa.

(2) Overall Goal: National Parks and National Reserves in Samoa are appropriately managed to conserve their ecosystems.

(3) Outputs

(a) Output 1: Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated.

(b) Output 2: O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans.

(c) Output 3: Public awareness-raising activities on the importance of the conservation of National Parks and National Reserves are strengthened.

3. Methodology of Evaluation

The terminal evaluation was carried out by the Evaluation Team as described in 1.2. In the first step of the evaluation, the Team reviewed the progress and achievements of the project referring to the PDM and PO attached in Annex III and IV. In the next step, the Team analyzed

and evaluated the project from the viewpoints of ‘Relevance’, ‘Effectiveness’, ‘Efficiency’, ‘Impact’ and ‘Sustainability’. Finally, the Team made recommendations for activities in the remaining period of and after the completion of the project.

3.1 Evaluation Questions

Evaluation criteria, items of investigation and evaluation questions are indicated in the Evaluation Grid, which is the grand design of detailed study (the assessment result of the Evaluation Grid is attached in Annex VI and VII).

3.2 Data Collection Method and Analysis

3.2.1 Data Collection Method

The Team collected necessary data/information in the following manners: (1) collection of relevant documents from F/D, DEC and the project, (2) key informant interview for Counterparts and Japanese experts and (3) a small field survey at O Le Pupu-Pu’e National Park and Vailima National Reserve. Questionnaire survey was not organized since Counterpart organizations were supposed to be occupied by relief work after the Tsunami disaster in September 2009 so that the evaluation schedule was arranged in order to avoid the provision of excessive burdens onto them.

3.2.2 Criteria of Evaluation for Analysis

The evaluation was conducted based on the following five criteria which are the principal framework for the analysis and assessment of any JICA-supported technical cooperation projects. In addition, value judgment for each criterion was made with the following five rating: high; relatively high; moderate; slightly low; and low.

(1) Relevance:

Relevance of the project is assessed as the validity of the project purpose and overall goal in connection with the policy framework of the Government of Samoa and needs of beneficiaries and also by the logical consistency of the project plan.

(2) Effectiveness:

Effectiveness is assessed by analyzing the extent to which the project achieved outputs by the time of the terminal evaluation as well as the probability to accomplish the project purpose by the end of the project term. Furthermore, the validity of the project design is also evaluated.

(3) Efficiency:

Efficiency of the project implementation is analyzed by reviewing the correlation between inputs and outputs. Timing, quality and quantity of inputs during the project implementation are reviewed in relation to the achievement of the outputs.

(4) Impact:

Impact of project activities is identified by examining both positive and negative effects that are caused or likely to be caused by the project. They included the effects that were not originally expected in the project plan. In addition, the probability of achieving the overall goal and the contribution from the project is also analyzed.

(5) Sustainability:

Sustainability of the project is assessed by analyzing the extent to which the achievement of the project will be sustained or expanded after the project ends. The analysis is made from organizational, financial, technical, social and environmental viewpoints.

4. Accomplishment of the Project

Accomplishment of the project is measured in terms of inputs, outputs, project purpose and overall goal, all of which are in accordance with the R/D, PDM and PO.

4.1 Inputs

(1) Japanese Side

(a) Experts

The Japanese side dispatched 2 long-term experts and 2 short-term experts in various fields by the time of the terminal evaluation. The total engagement by the end of the project will be 67.4 MM for the long-term experts and 3.7 MM for the short-term experts (the MM for the short-term experts will be increased if another dispatch is arranged in early 2010). Their names and expertise are listed in Annex V.

(b) Training of Counterparts in Japan

Six Counterparts were trained in Japan. Their names and expertise are listed in Annex V.

(c) Provision of Equipment

One vehicle and a range of equipment were provided by JICA for the effective and smooth implementation of the project with the total cost of ST\$146,400.50 (approximately equivalent to US\$59,717). The provided equipment is listed in Annex V.

(d) Operational Cost

The total operational cost supported by the Japanese side is estimated to be ST\$1,417,331 (approximately equivalent to US\$578,129) as listed in Annex V.

(2) Samoan Side

(a) Assignment of Counterparts

A total of 26 Counterparts have been assigned for the project: 2 from MNRE, 14 from F/D and 10 from DEC. Their names, titles and periods are listed in Annex V.

(b) Budgetary allocation by the Samoan side

The Samoan side provided a part of the operational expenses from the budget allocated to F/D and DEC. However, the total operational cost supported by the Samoan side is not available.

(c) Provision of land, office spaces and facilities

The Samoan side has provided an office for the project secretariat in Apia.

4.2 Outputs

Findings regarding the achievement of the expected outputs as of the time of the Terminal Evaluation are as follows:

Output 1: Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated.

Draft management plans for both O Le Pupu-Pu'e National Park and Vailima National Reserve were formulated in a complete format by November 2009. The plans are currently under the process of public consultation.

The formulation process of these plans accommodated due activities: a series of baseline surveys such as vegetation (including the establishment of permanent monitoring plots), bird, insect, freshwater ecosystem, landscaping and socio-economy of surrounding villages; involvement of a number of Counterparts throughout the formulation process; and public consultation for concerned stakeholders.

The involvement of the Counterparts in the formulation process enhanced skills of the Counterparts in terms of both scientific surveys and management planning. In organizing scientific surveys, the project procured highly skilled international expertise as resource persons for the technology transfer and as a result, the Counterparts successfully acquired skills in conducting the surveys in the field although they still need an overall supervisor if they extend the work in another national parks or reserves. As for the management planning process, the Counterpart organizations can now make it by incorporating international conservation context,

baseline field surveys and in-depth consideration of management strategies and also organizing public consultations on the draft management plan, all of which they did not do before the project.

A manual on formulating management plan is currently under the development and will be finalized by the end of the project term. It will include the overall flow of the planning process and detail guidance on a series of baseline surveys.

Output 2: O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans.

Since the project revised the schedule of drafting management plans, actual management activities in the field have been operated in parallel with the drafting process of the management plans. In other words, experiences of actual management activities were referred to in the drafting process of the management plans.

The project developed or improved a variety of infrastructure for visitors in both National Park and Reserve such as visitor center at O Le Pupu-Pu'e National Park, a new information center at Vailima National Reserve, hiking trails, rest house and other facilities. With the assistance from a short-term expert, the project also drafted the manual for the future scenario of the landscape in Vailima National Reserve, conducted the measurement for the preparation and provided two Counterparts with trainings to elaborate their skills in landscaping and infrastructure development such as designing, GIS operation and the development and maintenance of trails and steps. Through off- and on-the-job trainings, the Counterparts have acquired such expertise and became able to operate the work without external assistance.

The project addressed the issue of encroachment by local villagers. Through a series of consultation meetings, the project established a good relationship with villagers around the National Park and Reserve and a sense of trust was developed between the villagers and the Counterparts. This enabled the villagers to listen to and accept the conservation messages delivered by the Counterparts and transformed their behavior of further encroaching natural resources within the National Park and Reserve. Major farming and cattle ranching practices have already been ceased. The Counterparts clearly recognize the importance of trust-building with local villagers in order to obtain their support for resource conservation.

In addition to the changing behavior on the encroachment, the local villagers were also involved in the development and maintenance of small-scale infrastructure for visitors such as signboard making, trail establishment and cleaning and decoration along trails.

Discussion on a boundary issue around National Park and Reserve has been periodically taking place between Counterparts and Japanese experts since the beginning of the project and both actors have recognized the issue as important, although the situation is not critical at the

moment; however, they have not started to address it on the ground because of the complicated nature of the issue which can potentially turn out to be political agenda.

Output 3: Public awareness-raising activities on the importance of the conservation of National Parks and National Reserves are strengthened.

A number of events and workshops have been organized in order to enhance public awareness on the importance of the conservation of National Park and Reserve as follows:

	2007	2008	2009
Community workshop	2	5	4
School program		6	4
Other events	2	6	3

The awareness raising activities through community workshops have led to the formation of a local committee that consists of representatives from surrounding villages of O Le Pupu-Pu'e National Park and Vailima National Reserve respectively and successfully addressed the encroachment issue by local villagers as already explained in the Output 2 above. In addition, the project launched “Awareness Strategy and Action Plan for National Parks and Reserves of Samoa 2008-2010” and produced a variety of educational materials such as leaflets, brochures, posters, information panels and books.

The project conducted questionnaire survey for the participants of many of the above mentioned workshops / tours / events in order to assess their satisfactory rate for the activities. The result shows that all the surveyed activities marked more than 90% of the satisfactory rate.

The Counterpart organizations have already realized that support from and collaboration with general public including local villagers are indispensable for the effective National Park and Reserve management and there is also clear understanding among some local villagers that they should protect forest resources for the future based on their own perception and understanding about forest and surrounding nature.

4.3 Project Purpose

Findings regarding the achievement of the project purpose as of the time of the Terminal Evaluation are as follows:

Project Purpose: Institutional and administrative abilities of the authorities concerned (F/D and DEC, MNREM) are enhanced to appropriately manage National Parks and National Reserves in Samoa.

Through a series of activities on ecological surveys, landscaping, infrastructure development and awareness raising that were organized under the project, respective

Counterparts have acquired skills to conduct these activities by themselves without external technical assistance. This enables the Counterpart organizations to carry out most of management strategies that are identified in the respective management plans with their own capacity. In this sense, it is fair to say that management activities that are set out in management plans are already implemented by the Counterpart organizations and that will be the case at the end of the project in March 2010. Hence, the Project Purpose will likely be achieved.

4.4 Overall Goal

Findings regarding the projection for the achievement of the overall goal as of the time of the Terminal Evaluation are as follows:

Overall Goal: National Parks and National Reserves in Samoa are appropriately managed to conserve their ecosystems.

While the Counterparts acquired skills in conducting the baseline surveys in the field, they still need an overall supervisor if they extend the work in another national parks because it is their first experience to conduct the surveys by themselves so that it would be better if someone overview the work to ensure its quality. As for other operations such as landscaping, infrastructure development and awareness raising, the Counterparts already hold capacity to manage them without external assistance.

Since the management approach adopted in the project is costly in nature, it is still difficult for the Counterpart organizations to extend the approach at another protected area without external financial assistance. As of the date of the terminal evaluation, there is one National Park that already has commitment of financial support by UNDP/GEF and FAO/GEF has also committed their support at some National Park(s). It is likely that the Counterparts will apply the management approach at these National Parks.

For National Reserves, the Counterpart organizations drafted management plans for six Reserves in 2000 and they will revise the plans as their routine work at some point in a couple of years. At that time, the Counterpart organizations will adopt the project experiences through the drafting process. It should be noted that National Reserves in Samoa are all small in their scale, except Vailima National Reserve, so that the format of a management plan for other Reserves will be different from that of Vailima's.

The above mentioned situation suggests that the project and the Counterpart organizations are in a right track to achieve Overall Goal, it is likely that Overall Goal is achieved in coming years.

5. Implementation Process

5.1 Progress of Activities

The management plans were initially scheduled to be formulated by the end of 2008. However, the draft became available in November 2009. This is because (a) the dispatch of the chief advisor was delayed for five months so that the commencement of management planning process was also delayed; (b) key Counterpart positions were not filled over several months period so that the work did not proceed; (c) baseline survey processes required time as the project used the processes as opportunities of technology transfer to the Counterparts.

The process of developing Vailima visitor center was also delayed for a month due to the Tsunami disaster that occurred in September 2009.

In September 2009, Tsunami hit the island and Counterpart vehicles and personnel were occupied by Tsunami relief actions since MNRE was assigned as a principal government agency to address the issue. Although the disaster caused to halt project operations for some weeks, concerned actors recognize that the affect was kept at the minimum level.

5.2 Management and Ownership

Communication among concerned actors, including between Japanese experts and Counterparts, was good throughout the project. Although a formal monitoring system for the project implementation was not developed, frequent communication between the actors enabled them to share the progress and issue of the work periodically. Ownership by the Counterparts is high, as demonstrated by their full involvement and initiative in project activities.

One issue that is noted by both Japanese experts and Counterparts is on the Counterpart assignment. There were certain periods when some of Counterpart positions were not filled so that project activities were not implemented according to the schedule.

6. Evaluation Results

The summary of five criteria evaluation of the project is described below. The details of the evaluation are shown in Annex VII (Evaluation Grid).

6.1 Relevance

Relevance of the project is considered as high from the following reasons. First, project purpose and outputs are fully consistent with “National Parks and Reserves Act 1974”, “Lands, Survey and Environment Act 1989” and “Samoa’s Biodiversity Strategy & Action Plan.” The management plans and its implementation duly followed these key instruments.

Second, the strategy adopted in the project is highly appropriate to achieve Overall Goal. The direct involvement of Counterparts in the baseline survey, landscaping, infrastructure

development and awareness raising enabled them to enhance their capacity in these work and their enhanced skills can be used in other national parks and reserves management in the country.

6.2 Effectiveness

Effectiveness of the project is considered as high from the following reasons. First, the project purpose is most likely to be achieved by the end of the project through the achievement of three Outputs.

Second, respective Outputs duly contributed to the achievement of Project Purpose through the enhancement of Counterpart knowledge and skills in a range of baseline surveys and management planning by Output 1; in landscaping and infrastructure development by Output 2; and in awareness-building activities by Output 3.

Third, the project effectively used external resources in conducting activities and achieving Outputs through the collaboration with international and national organizations (SPREP, CI, NUS, USP, UNDP, GEF and others), international fund (CEPF) and international experts.

6.3 Efficiency

Efficiency of the project is considered as high since most of inputs and activities have pertinently functioned to realize three Outputs at the sufficient level as explained in 4.2.

6.4 Impact

Impact of the project is considered as high from the following reasons. First, during the survey by the evaluation mission, no negative effects are identified or reported that are brought about by the project.

Second, the following positive effects are identified: (1) Opportunities of improving skills in surveys and management planning have motivated Counterparts who were involved in the surveys to demonstrate active attitude and high commitment to their professional operations; (2) several international organizations and experts which provided their expertise for the project have maintained their relationship with the Counterpart organizations after their service provision ended. Progressive impact of this kind included the formulation of new projects; one supported by IUCN and the other by CEPF. Both projects were developed as the extension of project activities; and (3) awareness raising activities led to the formation of local committee that consists of representatives from surrounding villages of O Le Pupu-Pu'e National Park and Vailima National Reserve respectively.

6.5 Sustainability

Sustainability of the project is considered as high from the following reasons. First, respective skills in monitoring of vegetation plots, invasive species treatment, landscaping,

infrastructure development and awareness-raising have already transferred to the Counterpart organizations and they can manage these activities by themselves in O Le Pupu-Pu'e National Park and Vailima National Reserve.

Second, the presence of local villagers who clearly capture the importance of natural resources protection based on their own perception and understanding about forest and surrounding nature is highly likely to maintain the movement of local resource protection after the project operation ends.

Third, college teachers who were involved in school programs have expressed their willingness to continue the activity with their own management and funding.

7. Conclusion

We conclude the project seems positive overall, at the time of the terminal evaluation, and the five evaluation criteria results are all favorable. Furthermore, we find out the achievement of Overall Goal will be likely within several years after the project and the sustainability of the project is also high. The Team highly appreciates all the efforts made by concerned stakeholders involved in the project.

8. Recommendations and Lessons Learned

8.1 Recommendations

8.1.1 For the Remaining Period

(1) Manual on management plan formulation

The project is expected to produce a manual on formulating management plan by the end of the project. The content will include the overall flow of the planning process and guidelines on a series of baseline surveys that were conducted under the project.

(2) Vailima visitor center

The project is also expected to make sure that the construction of Vailima visitor center is done on schedule as long as weather condition is normal and management skills of Counterparts are at the appropriate level.

(3) Revision of the management plans

Since the socio-economic, political, physical and ecological conditions surrounding National Park and Reserve would change from time to time, the requirement of the revision of the management plans might emerge at some point in the future. In order to make sure that the management plans respond to the conditions, the Counterpart organizations are suggested to incorporate the clause on the review process of the management plans at every five years.

(4) Finalization and authorization of the management plans

The project and Counterpart organizations are requested to finalize the management plans by incorporating feedback that will be obtained through a public consultation process and go through the formal process of the authorization of the management plans.

(5) Implementation of the management plans

The Counterpart organizations are suggested to develop an implementation plan of the management plans that should involve the prioritization of management strategies, time-frame and budget. Furthermore, those priority activities that are identified through this planning process will be integrated into the management plan of the F/D and DEC respectively, considering the existing capacity of human resource and budget of the F/D and DEC, so that the priority activities will be executed as routine work of the F/D and DEC.

(6) Storage compound for samples, specimen and GIS-based data set

The project is suggested to assist the construction of the storage compound for samples and specimen as well as GIS-based data set that have been collected and developed through project activities. The storage of these samples, specimen and GIS-based data set should be conducive to visitors and scientists from all over the world for their good understanding of flora, fauna and biodiversity of Samoan islands.

8.1.2 For the Post-Project Period

(1) Presentation at COP 10

The Counterpart organizations are expected to attend CBD COP 10 that will be held in Nagoya, Japan in 2010 and share the experiences and knowledge that were obtained through project activities..

(2) Development of conservation strategy

The Counterpart organizations are expected to launch a development process of national conservation strategy through national park and reserve systems. At the moment, legal documents that stipulate management framework of national parks and reserves are available and management plans at the level of respective national parks and reserves are also drafted. However, a nation-wide strategy that describes what parks and reserves are actually aimed at and how the target can be achieved.

(3) Non-intensive support for the project follow-up

JICA is expected to arrange non-intensive support for the project follow-up. As described earlier, the Counterpart organizations still needs external assistance for the

management planning in another national park. To achieve Overall Goal, therefore, the provision of such external assistance is desirable.

(4) Boundary

As suggested in the management plans, addressing the issue on boundary is important. However, the boundary issue is related to land rights and generally speaking, it is not easy to find out a solution. One approach to overcome this obstacle is the introduction of the co-management concept in which the status of land title is not changed but tenure arrangement on natural resources are revisited and a new arrangement on which both actors could agree is sought for. The Counterpart organizations are suggested to consider such a flexible approach.

(5) Dispatch of JOCV

To further promote protected area systems in Samoa, JICA is suggested to consider the dispatch of one JOCV specialized in environmental education who will station at a new Vailima visitor center. The presence of JOCV will function as a catalyst to actively promote educational as well as touristic activities which help widely disseminate the importance of forests and natural resources in Samoa.

(6) Exploration of a new conservation approach

The project found that it is most likely that local villagers hold their own perception and understanding about forests and surrounding nature and it must be pertinent to promote forest protection through an approach that is in line with such perception and understanding, which are different from a concept of “conservation” that has been brought about by external professional actors. Bearing this in mind, the Counterpart organizations are suggested to explore and formalize an innovative local forest management arrangement that is along with their perception and understanding and is committed by villagers. Such an approach would be more likely to function on the long-term basis in the field.

(7) Cost recovery in park and reserve management

The Counterpart is suggested to consider the launch of income generating activities to recover their operational cost for National Park and Reserve management. There are some potential activities such as collection of car park fee and collaboration with private sector for gift selling. Availability of self-generating financial sources is particularly important when they examine innovative activities that are often difficult to secure the fund from regular budget.

(8) Sharing experiences with actors in South Pacific countries

The Counterpart is suggested to share their project experiences and achievements with concerned actors in South Pacific countries. Since geographical and ecological features are to

some extent similar in these countries, the project experiences would be useful for biodiversity conservation in respective countries. Organizing the workshop on invasive species by SPREP in early 2010 where the project experimentation site is used as a demonstration case is a good example.

8.2 Lessons Learned

(1) Access to professionals through networking

This project is remarkable in a sense that it has made the most of opportunities for utilizing internationally competitive professionals in conducting scientific surveys and infrastructure development. The project made access to such professionals by expanding their human network, which largely contributed to the achievement of Outputs and Project Purpose. Furthermore, since professionals have their own interests and agenda, they would develop a new relationship with Counterpart organizations of the project and come up with a new proposal, which is often conducive to the achievement of Overall Goal of the project. Such a working modality is highly effective and should be applied to other JICA projects.

(2) Involvement of Counterparts for technology transfer

Originally, the project's PO seemed to assume that baseline surveys for management plans were to be conducted by skillful consultants so that outputs could be produced in a relatively short-time period. However, the project came up with a strategy that a process of conducting the baseline surveys should also function as an opportunity of capacity development of Counterparts. While the management planning process required time and caused the delay for the completion, this strategy has successfully functioned to transfer survey skills to the Counterparts. Two factors can be identified as important. First, resource persons who transferred their skills to the Counterparts were internationally competent skillful experts so that the Counterparts were highly motivated to learn from them. Second, the Counterparts were fully involved in the work from the beginning of the planning stage so that they could accommodate a sense of ownership for the work.

CONTENTS

1.	Introduction	4
1.1	Objective of the Evaluation	4
1.2	Members of the Evaluation Team	4
1.3	Schedule of the Evaluation	4
2.	Outline of the Project.	4
2.1	Background of the Project	4
2.2	Summary of the Project	5
3.	Methodology of Evaluation	5
3.1	Evaluation Questions	6
3.2	Data Collection Method and Analysis	6
4.	Accomplishment of the Project	7
4.1	Inputs	7
4.2	Outputs	8
4.3	Project Purpose	10
4.4	Overall Goal	11
5.	Implementation Process	12
5.1	Progress of Activities	12
5.2	Management	12
5.3	Ownership	12
6.	Evaluation Results	12
6.1	Relevance	12
6.2	Effectiveness	13
6.3	Efficiency	13
6.4	Impact	13
6.5	Sustainability	13
7.	Conclusion	14
8.	Recommendations and Lessons Learned	14
8.1	Recommendations	14
8.2	Lessons Learned	17

ANNEX

Annex I	Schedule of the Evaluation
Annex II	List of Personnel Consulted
Annex III	Project Design Matrix (PDM)
Annex IV	Plan of Operation
Annex V	Organizational Structure of the Project
Annex VI	Performance of Inputs
Annex VII	Evaluation Grid (1): Achievement of the Project
Annex VIII	Evaluation Grid (2): Analysis on Five Evaluation Criteria
Annex IX	List of Awareness Raising Activities

ABBREVIATIONS

ACEO	Assistant Chief Executive Officer
CBD	Convention on Biological Diversity
CEO	Chief Executive Officer
CEPF	Critical Ecosystem Partnership Fund
CI	Conservation International
COP	Conference of the Parties
C/P	Counterpart
DEC	Division of Environment and Conservation
F/D	Division of Forestry
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GIS	Geographic Information Systems
GoS	Government of Samoa
IUCN	International Union for the Conservation of Nature (The World Conservation Union)
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteer
MM	Man-Month
MNRE	Ministry of Natural Resources and Environment
MNREM	Ministry of Natural Resources, Environment and Meteorology
NUS	National University of Samoa
PCM	Project Cycle Management
PDM	Project Design Matrix
PO	Plan of Operation
R/D	Record of Discussion
SPREP	Secretariat of Pacific Region Environment Program
UNDP	United Nations Development Program
USP	University of South Pacific

Schedule of the Evaluation

Date	Activities
12/06 Sun	→ Apia
07 Mon	AM Courtesy call to JICA Samoa Meeting with Counterparts PM Field Trip to Vailima National Reserve and O Le Pupu-Pu'e National Park (Consultant: Interview with stakeholders)
08 Tue	AM Courtesy call to CEO, MNRE Workshop PM Interview with stakeholders Preparation of the evaluation report
09 Wed	AM Preparation of the evaluation report PM Meeting within the evaluation team Revision of the evaluation report
10 Thu	AM Discussion on evaluation results with Japanese experts PM Discussion on evaluation results with Counterparts
11 Fri	AM JCC meeting PM Meeting at JICA Samoa
12 Sat	Apia →

Annex II

List of Personnel Contacted

1. Ministry of Natural Resource and Environment

Name	Position
Taule'ale'ausumai Tuifuisa'a La'avasa Malua	CEO

2. Division of Forestry (F/D)

Name	Position
Mr. Taupaū Maturu Paniani	ACEO
Mr. Tolusina Pouli	Principal Research and Investigation Officer
Mr. Tone Einstein Simanu	Research Officer
Ms Annie Kalala Mauga	Planning and Monitoring Officer
Mr. Timo Moresi	Senior Forest Management Officer - North Upolu
Mr. Tuuau Letaulau	Senior Forest Management Officer - South Upolu

3. Division of Environment and Conservation (DEC)

Name	Position
Mr. Su'emalo Talie Foliga	Principal National Reserves Officer
Mr. Iosefatu Reti	National Reserves Officer
Ms. Elizabeth Kerstin	Senior National Reserves Officer
Mr. Isamaeli Asotasi	Senior National Reserves Officer

4. Corporate Service Division

Name	Position
Ms. Tuiolo Schuster	Principal Capacity Building Officer

5. The Project for Enhancing Management Capacity for National Parks and National reserves of Samoa

Name	Position
Mr. Hitofumi Abe, PhD	Project Chief Advisor
Ms. Sayaka Tsutsumi	Project Coordinator
Ms. Donna Adam	Secretary

6. JICA Samoa

Name	Position
Mr. Manabu Aiba	Resident Representative
Mr. Masaaki Kanaya	Associate Expert

Annex III

Date : 28 May 2008

Project Design Matrix (PDM)

Project Name: The Project for Enhancing Management Capacity for National Parks and National Reserves of Samoa
 Project Sites: O Le Pupu-Pu'e National Park and Vailima National Reserve
 Duration: From March 15, 2007 to March 14, 2010 (three years)
 Target Beneficiaries: Division of Forestry (F/D) and Division of Environment and Conservation (DEC) of the Ministry of Natural Resource, Environment and Meteorology (MNREM) and Samoan people

Narrative Summary	Objectively Verifiable Indicators	Means of Verifications	Important Assumptions
<p>Overall Goal: National Parks and National Reserves in Samoa are appropriately managed to conserve their ecosystems.</p>	<p>By 2015, at least one each management plan both on National Park(s) and on National Reserve(s) other than the Project sites is formulated and actual management activities are implemented based on the plan.</p>	<p>1 Management Plan(s) of other areas than the Project sites 2 Report produced by the government (MNREM)</p>	
<p>Project Purpose: Institutional and administrative abilities of the authorities concerned (F/D and DEC, MNREM) are enhanced to appropriately manage National Parks and National Reserves in Samoa.</p>	<p>As of March 2010, management activities for O Le Pupu-Pu'e National Park and Vailima National Reserve are being implemented based on the respective management plans.</p>	<p>1 Progress report by the Project 2 Reports of self-evaluation for improvement of individual abilities</p>	<p>- There is no particular change in government's policies on nature conservation. - There is no particular change in natural conditions of Samoa.</p>
<p>Outputs: 1 Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated. 2 O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans. 3 Public awareness-raising activities on the importance of the conservation of National Parks and National Reserves are strengthened.</p>	<p>1.1 By July 2008, Management Plan for O Le Pupu-Pu'e National Park is revised. 1.2 By July 2008, Management Plan for Vailima National Reserve is formulated. 1.3 By September 2009, A manual on formulating Management Plan for National Parks and National Reserves is prepared. 2.1 By September 2008, Implementation Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated. 2.2 O Le Pupu-Pu'e National Park and Vailima National Reserve are managed based on the Implementation Plans. 3.1 Workshops and/or events for raising public awareness on the importance of the conservation of National Parks and National Reserves are organized at least four times a year. 3.2 More than 60% of the participants consider the workshop or event useful.</p>	<p>1.1 Management Plan for O Le Pupu-Pu'e National Park 1.2 Management Plan for Vailima National Reserve 1.3 A manual on formulating Management Plan 2.1 Implementation Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve 2.2 Progress report by the Project 3.1 Progress report by the Project</p>	<p>- There is no significant organizational change in MNREM affecting implementation of the Project.</p>

<p>Activities:</p> <ol style="list-style-type: none"> 1.1 Examine policies, laws and measures in relation to National Parks and National Reserves. 1.2 Conduct various surveys such as baseline survey on ecosystems, survey on infrastructure and visitors and survey on social and economic situations of neighboring communities. 1.2a Conduct trials for control/eradication of invasive plant species to seek appropriate methods for ecological restoration. 1.3 Develop a database based on the results of the surveys. 1.4 Analyze the database and conduct zoning. 1.5 Identify stakeholders related to National Parks and National Reserves and hear their views on drafts of Management Plans. 1.6 Revise/Formulate Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve. 1.7 Prepare a manual on formulating Management Plan for National Parks and National Reserves. 2.1 Formulate Implementation Plans based on the Management Plans. 2.2 Based on Management Plans and Implementation Plans, develop necessary small-scale infrastructure with consideration to environmental and social situations. 2.3 Based on the Implementation Plans, manage O Le Pupu-Pu'e National Park and Vailima National Reserve. 3.1 Formulate a basic plan for raising public awareness on the importance of conservation of National Parks and National Reserves. (i.e. targets, contents, implementation methods and schedule) 3.2 Create contents for raising public awareness on the importance of conservation of National Parks and National Reserves. 3.3 Organize workshops and/or events for raising public awareness on the importance of the conservation of National Parks and National Reserves. 	<p style="text-align: center;">Input:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;"><u>Japanese Side</u></p> <p>Experts</p> <ul style="list-style-type: none"> - Chief Advisor* - National Park Management - Public Awareness Promotion - Coordinator* - Other experts necessary for the implementation of the Project <p>* Chief Advisor and Coordinator may serve concurrently as one of the above-mentioned experts or another.</p> <p>Machinery and Equipment</p> <ul style="list-style-type: none"> - Survey and research equipment - Vehicle(s) - Other materials necessary for the implementation of the Project <p style="text-align: center;"><u>Training of Samoan personnel in Japan</u></p> </div> <div style="width: 45%;"> <p style="text-align: center;"><u>Samoan Side</u></p> <p>Counterparts & Administrative personnel</p> <ul style="list-style-type: none"> - Project Director - Project Managers - Other Counterparts and administrative personnel <p>Land, Buildings and Facilities</p> <ul style="list-style-type: none"> - Office spaces inside the buildings of F/D and DEC at Vailima - Other facilities necessary for the implementation of the Project <p>Administration and operational costs</p> </div> </div>	<ul style="list-style-type: none"> - Commitment by Samoan government and cooperation by authorities concerned are maintained. - Counterparts are not transferred to other departments and/or agencies. - Samoan government budget for F/D and DEC of MNREM is maintained at least at the same level as present. <p style="text-align: center;">Pre-conditions</p> <ul style="list-style-type: none"> - There is no particular change in government's policies on nature conservation.
--	--	--

Plan of Operation

Project Name: The Project for Enhancing Management Capacity for National Parks and National Reserves of Samoa

Project Sites: O Le Pupu-Pu'e National Park and Vailima National Reserve

Duration: From March 15, 2007 to March 14, 2010 (three years)




Target Beneficiaries: Division of Forestry (F/D) and Division of Environment and Conservation (DEC) of the Ministry of Natural Resource, Environment and Meteorology (MNREM) and Samoan people

As of May 28, 2008

Outputs	Activities	Year 1				Year 2				Year 3				Responsible Organization(s)		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
1 Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated.	1.1	Examine policies, laws and measures in relation to National Parks and National Reserves.													MNREM F/D DEC	
	1.2	Conduct various surveys such as baseline survey on ecosystems, survey on infrastructure and visitors and survey on social and economic situations of neighboring communities.														
	1.2.1	Conduct baseline survey on ecosystems.														MNREM F/D DEC
	1.2.2	Conduct survey on infrastructure and visitors.														MNREM F/D DEC
	1.2.3	Conduct survey on social and economic situations of neighboring communities.														MNREM F/D DEC
	1.2a	Conduct trials for control/eradication of invasive plant species to seek appropriate methods for ecological restoration.														
	1.3	Develop a database based on the results of the surveys.														MNREM F/D DEC
	1.4	Analyze the database and conduct zoning.														MNREM F/D DEC
	1.5	Identify stakeholders related to National Parks and National Reserves and hear their views on drafts of Management Plans.														MNREM F/D DEC
	1.6	Revise/Formulate Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve.														
	1.6.1	Revise Management Plan for O Le Pupu-Pu'e National Park.														MNREM F/D
	1.6.2	Formulate Management Plan for Vailima National Reserve.														MNREM DEC
	1.7	Prepare a manual on formulating Management Plan for National Parks and National Reserves.														MNREM F/D DEC
2 O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans.	2.1	Formulate Implementation Plans based on the Management Plans.														
	2.1.1	Formulate Implementation Plan for O Le Pupu-Pu'e National Park based on the Management Plan.													MNREM F/D	
	2.1.2	Formulate Implementation Plan for Vailima National Reserve based on the Management Plan.													MNREM DEC	
	2.2	Based on Management Plans and Implementation Plans, develop necessary small-scale infrastructure with consideration to environmental and social situations.														
2.2.1	Based on Management Plans and Implementation Plans, develop necessary small-scale infrastructure with consideration to environmental and social situations for O Le Pupu-Pu'e National Park.														MNREM F/D	

Outputs	Activities		Year 1				Year 2				Year 3				Responsible Organization(s)	
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
	2.2.2	Based on Management Plans and Implementation Plans, develop necessary small-scale infrastructure with consideration to environmental and social situations for Vailima National Reserve.													MNREM DEC	
	2.3	Based on the Implementation Plans, manage O Le Pupu-Pu'e National Park and Vailima National Reserve.														
	2.3.1	Based on the Implementation Plans, manage O Le Pupu-Pu'e National Park.													MNREM F/D	
	2.3.2	Based on the Implementation Plans, manage Vailima National Reserve.													MNREM DEC	
3	Public awareness-raising activities on the importance of the conservation of National Parks and National Reserves are strengthened.	3.1	Formulate a basic plan for raising public awareness on the importance of conservation of National Parks and National Reserves. (i.e. targets, contents, implementation methods and schedule)													MNREM F/D DEC
		3.2	Create contents for raising public awareness on the importance of conservation of National Parks and National Reserves.													MNREM F/D DEC
		3.3	Organize workshops and/or events for raising public awareness on the importance of the conservation of National Parks and National Reserves.													MNREM F/D DEC

Legends

-  Activities that must take place at a given time
-  Occasional activities
-  Activities that will be continued over the given time, but in low intensity

Annex V

Performance of Inputs

(As of December 2009)

1. Inputs from the Japanese Side

(1) Experts

a) Long term experts

No.	Name	Assignment	Period of assignment	MM
1	Mr. Hitofumi Abe, PhD	Project Chief Advisor	August 4, 2007 – March 14, 2010	31.4
2	Ms. Sayaka Tsutsumi	Project Coordinator	March 15, 2007 – March 14, 2010	36.0

b) Short term experts

No.	Name	Assignment	Period of assignment	MM
1	Mr. Hiroshi Tobe, PhD	Expert of Non-timber forest products	August 16 – September 13, 2008	0.9
2	Mr. Shuichi Murata	Improvement of national parks and botanical garden	(1) February 22 – April 24, 2009 (2) July 28 – August 16, 2009	2.8

(2) National staff

	Position	Number
1	Secretary	1
2	Temporal staff	1
Total		2

(3) Training courses in Japan

a) Training Course on “National Park management”

Name	Title and Institution	Period
Mr. Faumuina Pati Liu	Assistant CEO, DEC, MNRE	Jan. 23 – Feb. 10, 2008
Mr. Nanai Tony Leutele	Assistant CEO, F/D, MNRE	Jan. 23 – Feb. 10, 2008

b) Training Course on “Forest Management Through Coexistence” and “National Park Management”

Name	Title and Institution	Period
Mr. Maturo Paniani	Principal Officer, F/D, MNRE	Aug. 21 – Nov. 28, 2008

c) Seminar on “National Park and Protected Area Management”

Name	Title and Institution	Period
Mr. Moresi Timoteo	Senior Officer, F/D, MNRE	Feb. 22 – Mar. 7, 2009

d) Training Course on “Management Plan for National Parks and National Reserves”

Name	Title and Institution	Period
Mr. RETI, Iosefatu	Parks and Reserves Officer, DEC, MNRE	Jan. 23 – Feb. 10, 2008
Mr. SIMANU, Einstein	Research and Utilization Officer, F/D, MNRE	Jan. 23 – Feb. 10, 2008

(4) Vehicle and Equipment Provided

Name of vehicle and equipment	Number	Cost (Samoan Tara)
4WD Vehicle	1	73,000.00
A set of computer (two computers, software, projector, screen, ink)	n.a.	22,530.00
Two chainsaws, Safety equipments	n.a.	8,470.00
Electric tap	1	63.00
PVC pipe for ecological survey	1	1,120.50
Printer ink	1	609.50
Binding equipment	1	480.50
Designing equipment	n.a.	34,337.00
Designing software CS4	1	5,790.00
	Total	146,400.50

(5) Local Operational Cost for Project Implementation at the Japanese Side*

Year	Amount (Samoan Tara)
0March 2007	4,675
April 2007 – March 2008	400,410
April 2008 – March 2009	348,440
April 2009 – March 2010**	663,806
Total	1,417,331

* Including general operation costs and project activities (such as survey, infrastructure development, awareness raising, etc.)

** Estimation only

2. Inputs from the Samoan Side

(1) Assignment of Counterpart (C/P)

Since government personnel in MNRE change their positions so frequently, it was not really feasible to track the exact period of their assignment as project Counterpart. Hence, the description here does not include their assignment period.

a) Ministry of Natural Resources and Environment

Name	Title and Institution	Assignment
Mr. Taulealeausumai Laavasa Malua	CEO	Project Director
Dr. 'Tu'u'u Ieti Taule'alo'	CEO	Project Director

b) Division of Forestry

Name	Title and Institution	Assignment
Mr. Taupaū Maturu Paniani	ACEO	Project Manager
Mr. Nanai Tony Leutele	ACEO	Project Manager
Mr. Tolusina Pouli	Principal Research and Investigation Officer	Field Manager
Mr. Faleafaga Toni Tipama'a	Principal Research and Investigation Officer	Field Manager
Mr. Aokuso Leavasa	Principal Planning and Monitoring Officer	Policy C/P
Ms Susau Siolo	Senior Terrestrial Officer	Management Plan C/P
Mr. Setoa Apo	Senior Research and Utilization Officer	Survey C/P
Mr. Pau Ioane	Senior Forest Draughtsman	GIS/Mapping C/P
Mr. Tone Einstein Simanu	Research Officer	Infrastructure Development C/P
Ms Annie Kalala Mauga	Planning and Monitoring Officer	Awareness C/P
Mr. Timo Moresi	Senior Forest Management Officer - North Upolu	Awareness C/P
Mr. Tuuau Letaulau	Senior Forest Management Officer - South Upolu	Model Site C/P
Mr. Niualuga Evaimalo	Senior Forest Management Officer - South Upolu	Model Site C/P
Mr. Peteli Pese	National Park Officer	Model Site C/P

c) Division of Environment and Conservation

Name	Title and Institution	Assignment
Mr. Faleafaga Toni Tipama'a	ACEO	Project Manager
Mr. Faumuina Pati Liu	ACEO	Project Manager
[Vailima Nature Reserve]		
Mr. Su'emalo Talie Foliga	Principal National Reserves Officer	Field Manager
Mr. Taupaū Maturu Paniani	Principal National Reserves Officer	Field Manager
Mr. Iosefatu Reti	National Reserves Officer	Infrastructure Development C/P
Ms. Elizabeth Kerstin	Senior National Reserves Officer	Awareness C/P
Mr. Isamaeli Asotasi	Senior National Reserves Officer	Model Site C/P
Mr. Volipolo Sooaemalelagi	National Reserves Officer	Model Site C/P
Ms. Natasha Doherty	Senior National Reserves Officer	Model Site C/P
Mr. Afele Faiilagi	National Reserves Officer	Model Site C/P

d) Corporate Service Division

Name	Title and Institution	Assignment
Ms. Tuiolo Schuster	Principal Capacity Building Officer	Awareness C/P

(2) Local Operational Cost for Project Implementation at the Samoan Side

Year 2007

(in Samoan Tala)

Description		DEC	FD	Total
1	Management fee	105,532	691,460	796,992
	Monthly salary and allowance	10,071		10,071
	Electricity, water supply, communication, stationeries	120,000		120,000
2	Expenditure to conduct field activities	0	24,000	24,000
	Field trip allowance	0	0	0
3	Office equipment	0	27,380	27,380
4	Workshop and seminar	0	1,200	1,200
5	Information dissemination, data establishment	0	4,000	4,000
6	Project expert working facilities	100,000	0	100,000
7	Receiving, operation and maintenance of equipment	0	27,723	27,723
	Registration, etc.	0		0
	Spare parts, etc.	0		0
	Fuel, etc.	0		0
8	Others	0	0	0
Total		335,603	775,763	1,111,366

Year 2008

(in Samoan Tala)

Description		DEC	FD	Total
1	Management fee	141,633	634,650	776,283
	Monthly salary and allowance	17,047	0	17,047
	Electricity, water supply, communication, stationeries	120,000	0	120,000
2	Expenditure to conduct field activities	0	28,000	28,000
	Field trip allowance	0	0	0
3	Office equipment	40	20,000	20,040
4	Workshop and seminar	0	0	0
5	Information dissemination, data establishment	0	0	0

6	Project expert working facilities	100,000	8,000	108,000
7	Receiving, operation and maintenance of equipment	400	17,120	17,520
	Registration, etc.	0		0
	Spare parts, etc.	0		0
	Fuel, etc.	0		0
8	Others	0	8,800	8,800
	Total	379,120	716,571	1,095,690

Year 2009

(in Samoan Tala)

Description		DEC	FD	Total
1	Management fee	186,852	638,605	825,457
	Monthly salary and allowance	30,000	0	30,000
	Electricity, water supply, communication, stationeries	120,000	0	120,000
2	Expenditure to conduct field activities	0	19,795	19,795
	Field trip allowance	200	0	200
3	Office equipment	80	18,564	18,644
4	Workshop and seminar	400	0	400
5	Information dissemination, data establishment	100	4,000	4,100
6	Project expert working facilities	100,000	0	100,000
7	Receiving, operation and maintenance of equipment	0	36,000	36,000
	Registration, etc.	200		200
	Spare parts, etc.	400		400
	Fuel, etc.	1,000		1,000
8	Others	2,000	0	2,000
	Total	441,232	716,964	1,158,195

Grand total 3,365,251

(3) Land, Facilities and Equipment

The Samoan side has provided an office for the project secretariat in Apia..

Evaluation Grid (1): Achievement of the Project

Evaluation Criteria	Items of Investigation	Evaluation Questions		Evaluation Results
1. Achievement	1-1 Projection on the Achievement of Overall Goal	1-1-1 Overall Goal "National Parks and Reserves in Samoa are appropriately managed to conserve their ecosystems."	(A) Any data regarding Indicator: "By 2015, at least one each management plan both on National Park(s) and on National Reserve(s) other than the Project sites is formulated and actual management activities are implemented based on the plan."	<ul style="list-style-type: none"> ● Counterparts acquired skills in conducting the baseline surveys in the field, but they still need an overall supervisor if they extend the work in another national park. This is because it is their first experience to conduct the surveys by themselves so that they need a supervisor who overviews the work to ensure its quality. ● Counterparts already hold capacity to manage operations such as landscaping, infrastructure development and awareness raising without external assistance.
	1-2 Achievement of Project Purpose	1-2-1 Project Purpose "Institutional and administrative abilities of the authorities concerned (F/D and DEC, MNREM) are enhanced to appropriately manage National Parks and National Reserves in Samoa."	(A) Available data regarding Indicator: "As of March 2010, management activities for O Le Pupu-Pu'e National Park and Vailima National Reserve are being implemented based on the respective management plans."	<ul style="list-style-type: none"> ● A series of activities on ecological surveys, landscaping, infrastructure development and awareness raising were organized under the project. ● Counterparts have acquired skills to conduct the above activities by themselves without external technical assistance. This enables the Counterpart organizations to carry out most of management strategies that are identified in the respective management plans with their own capacity.
	1-3 Achievement of Outputs	1-3-1 Output 1: "Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated."	(A) Any data regarding Indicator 1-1: "By July 2008, Management Plan for O Le Pupu-Pu'e National Park is revised." (B) Available data regarding Indicator 1-2: "By July 2008, Management Plan for Vailima National Reserve is formulated."	<ul style="list-style-type: none"> ● The draft management plan was developed in November 2009. ● At the time of Terminal Evaluation, it is under the process of public consultation. It will be finalized and authorized by the end of the project. ● The draft management plan was developed in November 2009. ● At the time of Terminal Evaluation, it is under the process of public consultation. It will be finalized and authorized by the end of the project.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results																
		(C) Available data regarding Indicator 1-3: "By September 2009, A manual on formulating Management Plan for National Parks and National Reserves is prepared."	<ul style="list-style-type: none"> ● A manual on formulating management plan will be developed by the end of the project. ● The manual will include flow of the planning process and guidelines of a range of baseline surveys. 																
	<p>1-3-2 Output 2: "O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans."</p>	<p>(A) Available data regarding Indicator 2-1: "By September 2008, Implementation Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated."</p> <p>(B) Available data regarding Indicator 2-2: "O Le Pupu-Pu'e National Park and Vailima National Reserve are managed based on the Implementation Plans."</p>	<ul style="list-style-type: none"> ● The project revised the schedule of drafting management plans and actual management activities in the field have been operated in parallel with the drafting process of the management plans. ● Implementation plans, that are to be developed only after the completion of the management plans, will be drafted by the end of the project. ● There were planned management activities under the project framework such as baseline surveys, infrastructure development, landscaping and awareness-raising. ● Through these activities, transfer of technology (skills) to Counterparts were effectively made. 																
	<p>1-3-3 Output 3: "Public awareness-raising activities on the importance of the conservation of National Parks and National Reserves are strengthened."</p>	<p>(A) Available data regarding Indicator 3-1: "Workshops and/or events for raising public awareness on the importance of the conservation of National Parks and National Reserves are organized at least four times a year."</p> <p>(B) Available data regarding Indicator 3-2: "More than 60% of the participants consider the workshop or event useful."</p>	<ul style="list-style-type: none"> ● A number of events and workshops have been organized in order to enhance public awareness on the importance of the conservation of National Park and Reserve as follows: <table border="1" data-bbox="949 392 1077 985"> <tr> <td></td> <td>2007</td> <td>2008</td> <td>2009</td> </tr> <tr> <td>Community workshop</td> <td>2</td> <td>5</td> <td>4</td> </tr> <tr> <td>School program</td> <td></td> <td>6</td> <td>4</td> </tr> <tr> <td>Other events</td> <td>2</td> <td>6</td> <td>3</td> </tr> </table> 		2007	2008	2009	Community workshop	2	5	4	School program		6	4	Other events	2	6	3
		2007	2008	2009															
Community workshop	2	5	4																
School program		6	4																
Other events	2	6	3																
<p>1-4 Inputs</p> <p>1-4-1 Were Inputs from Japanese side provided as planned?</p> <p>1-4-2 Were Inputs from Samoan side provided as planned?</p>		<ul style="list-style-type: none"> ● The project conducted questionnaire survey for the participants of many of the above mentioned workshops / tours / events in order to assess their satisfactory rate for the activities. ● The result of the questionnaire shows that all the surveyed activities marked more than 90% of the satisfactory rate. ● See Annex V. ● See Annex V. 																	

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
2. Implementation process	2-1 Progress of activities	2-1-1 Were there any delay in the implementation of planned activities?	<ul style="list-style-type: none"> ● The management plans were initially scheduled to be formulated by the end of 2008. However, the draft became available in November 2009. ● This is because (a) the dispatch of the chief advisor was delayed for five months so that the commencement of management planning process was also delayed; (b) key Counterpart positions were not filled over several months period so that the work did not proceed; (c) baseline survey processes required time as the project used the processes as opportunities of technology transfer to the Counterparts.
		2-1-2 What caused the project implementation due to earthquake and tsunami that occurred in September 2009?	<ul style="list-style-type: none"> ● In September 2009, Tsunami hit the island and Counterpart vehicles and personnel were occupied by Tsunami relief actions since MNRE was assigned as a principal government agency to address the issue. Although the disaster caused to halt project operations for some weeks, concerned actors recognize that the affect was kept at the minimum level. ● The process of developing Vailima visitor center was also delayed for a month due to the Tsunami disaster that occurred in September 2009.
		2-1-3 Will the formal recognition of the management plan by the government be possible within the project period?	<ul style="list-style-type: none"> ● The authorization process would take for a couple of months so that it is likely to be authorized before the end of the project.
	2-2 Monitoring	2-2-1 What was the activity monitoring plan and how was it implemented?	<ul style="list-style-type: none"> ● There was no formal monitoring system but stakeholders gathered every week for agenda discussion so that monitoring was, in a substantial sense, well arranged.
	2-3 Communication	2-3-1 Was communication among project personnel (Japanese experts, C/Ps) satisfactory?	<ul style="list-style-type: none"> ● Yes, satisfactory.
		2-3-2 Was communication between project personnel and actors at concerned organizations satisfactory?	<ul style="list-style-type: none"> ● Yes, satisfactory.
		2-3-3 Was the decision making process of project planning and implementation satisfactory?	<ul style="list-style-type: none"> ● Yes, satisfactory.
	2-4 Ownership	2-4-1 Was the level of interest and involvement by C/P organizations satisfactory?	<ul style="list-style-type: none"> ● Yes, interests and involvement are high.
	2-5 Technology transfer	2-5-1 Was the method of technology transfer appropriate?	<ul style="list-style-type: none"> ● Yes, appropriate.
	2-6 Management	2-6-1 Were there any issues or problems in the management and process of the project implementation?	<ul style="list-style-type: none"> ● No.
		2-6-2 Was the assignment of C/Ps appropriate to carry out project activities?	<ul style="list-style-type: none"> ● The issue is recognized by both Counterparts and Japanese experts that there was certain period when project's counterpart positions were not filled. This caused the delay of the project implementation.

Evaluation Grid (2): Analysis on Five Evaluation Criteria

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
3. Relevance	3-1 Consistency	3-1-1 Is the project consistent with national policies in Samoa?	<ul style="list-style-type: none"> The project purpose and outputs are fully consistent with “National Parks and Reserves Act 1974”, “Lands, Survey and Environment Act 1989” and “Samoa’s Biodiversity Strategy & Action Plan.” The management plans and its implementation duly followed these key instruments.
		3-1-2 Is the project consistent with Japan’s ODA policies?	<ul style="list-style-type: none"> N.A.
	3-2 Strategy and approach	3-1-3 Is the project in line with the needs of local communities and target groups? 3-2-1 Was project approach or strategy appropriate to realize Overall Goal and Project Purpose?	<ul style="list-style-type: none"> Yes, local villagers have been very positively responding to the project and organized a voluntary committee for resource conservation. The strategy adopted in the project is highly appropriate to achieve Overall Goal. The direct involvement of Counterparts in the baseline survey, landscaping, infrastructure development and awareness raising enabled them to enhance their capacity in these work and their enhanced skills can be used in other national parks and reserves management in the country.
4. Effectiveness	4-1 Projection on the achievement of Project Purpose	3-2-2 Were the capacity and experiences of JICA sufficient for achieving the Overall Goal and Project Purpose?	<ul style="list-style-type: none"> Counterparts highly appreciate quality expertise of the JICA experts.
		4-1-1 Has Project Purpose already been achieved or will be achieved by the end of the Project? 4-1-2 Are there any factors that may facilitate or inhibit the achievement of the Project Purpose?	<ul style="list-style-type: none"> The project purpose is most likely to be achieved by the end of the project through the achievement of three Outputs. The strategy of Counterpart involvement throughout the management planning process did contributed to the achievement of the Project Purpose.
	4-2 Causal relationships	4-2-1 Are the three (3) outputs sufficient to achieve Project Purpose?	<ul style="list-style-type: none"> Yes, respective Outputs duly contributed to the achievement of Project Purpose through the enhancement of Counterpart knowledge and skills in a range of baseline surveys and management planning by Output 1; in landscaping and infrastructure development by Output 2; and in awareness-building activities by Output 3.
		4-2-2 Are the important assumptions that exist between Outputs and Project Purpose correct at the present point of time?	<ul style="list-style-type: none"> Yes.
	4-3 Use of external resources	4-3-1 Do the project effectively use external resources?	<ul style="list-style-type: none"> The project effectively used external resources in conducting activities and achieving Outputs through the collaboration with international and national organizations (SPREP, CI, NUS, USP, UNDP, GEF and others), international fund (CEPF) and international experts.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
5. Efficiency	5-1 Achievement of Outputs	5-1-1 Is the achievement of each Output adequate?	<ul style="list-style-type: none"> ● Yes.
		5-1-2 Are there any factors that facilitated or inhibited the achievement of Outputs?	<ul style="list-style-type: none"> ● N.A.
	5-2 Causal relationships	5-2-1 Are the important assumptions that exist between Activities and Outputs correct at the present point of time?	<ul style="list-style-type: none"> ● Yes.
6. Impact		5-2-2 Were Inputs and Activities sufficient to produce Outputs (in terms of timing, quantity, cost and quality)?	<ul style="list-style-type: none"> ● Most of inputs and activities have pertinently functioned to realize three Outputs at the sufficient level
	6-1 Projection on the achievement of Overall Goal	6-1-1 Is there prospect that Overall Goal is achieved?	<ul style="list-style-type: none"> ● Counterparts acquired skills in conducting the baseline surveys in the field, but they still need an overall supervisor if they extend the work in another national park. This is because it is their first experience to conduct the surveys by themselves so that they need a supervisor who overviews the work to ensure its quality. ● Counterparts already hold capacity to manage operations such as landscaping, infrastructure development and awareness raising without external assistance. ● Hence, it can be said that the project and the Counterpart organizations are in a right track to achieve Overall Goal, it is likely that Overall Goal is achieved in coming years.
		6-1-2 Are there any factors that facilitate or inhibit the achievement of Overall Goal?	<ul style="list-style-type: none"> ● The management approach adopted in the project is costly in nature so that it is still difficult for the Counterpart organizations to extend the approach at another protected area without external financial assistance. ● As of the date of the terminal evaluation, there is one National Park that already has committed financial support by UNDP/GEF and FAO/GEF has also committed their support at some National Park(s). It is likely that the Counterparts will apply the management approach at these National Parks.
	6-2 Spreading effects	6-2-1 Were there any positive or negative effects of the project implementation that were not assumed at the planning stage?	<ul style="list-style-type: none"> ● The following positive effects are identified: ● (1) Opportunities of improving skills in surveys and management planning have motivated Counterparts who were involved in the surveys to demonstrate active attitude and high commitment to their professional operations; ● (2) several international organizations and experts which provided their expertise for the project have maintained their relationship with the Counterpart organizations after their service provision ended. Progressive impact of this kind included the formulation of new projects; one supported by IUCN and the other by CEPF. Both projects were developed as the extension of project activities; and ● (3) awareness raising activities led to the formation of local committee that consists of representatives from surrounding villages of O Le Pupu-Pu'e National Park and Vailima National Reserve respectively.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
7. Sustain-ability	6-3 Causal relationships	6-3-1 Are the important assumptions that exist between Project Purpose and Overall Goal correct at the present point of time?	<ul style="list-style-type: none"> ● Yes.
	7-1 Policy aspect	7-1-1 Will the current policy framework be maintained after the termination of the project?	<ul style="list-style-type: none"> ● Yes.
	7-2 Organizational aspect	7-2-1 Will concerned organizations continue to provide organizational supports (including human resource and finance) to achieve Overall Goal?	<ul style="list-style-type: none"> ● Both D/F and DEC will continuously commit to national park and national reserve management.
		7-2-2 Will residents' committees organized for conservation of two protected areas supported by the Project continue to function?	<ul style="list-style-type: none"> ● The presence of local villagers who clearly capture the importance of natural resources protection based on their own perception and understanding about forest and surrounding nature is highly likely to maintain the movement of local resource protection after the project operation ends.
	7-3 Technology aspect	7-3-1 Will the facilities and equipment provided by the project be maintained appropriately?	<ul style="list-style-type: none"> ● Yes.
		7-3-2 Are approaches of conservation management and awareness raising examined through the Project accepted and adopted by C/P organizations?	<ul style="list-style-type: none"> ● Yes.
		7-3-3 Has the method of suppressing invasive species already been adopted by C/P organization?	<ul style="list-style-type: none"> ● Yes. They have a team now.
		7-3-4 Has the capacity of C/P been improved through management plan drafting process?	<ul style="list-style-type: none"> ● Respective skills in monitoring of vegetation plots, invasive species treatment, landscaping, infrastructure development and awareness-raising have already transferred to the Counterpart organizations and they can manage these activities by themselves in O Le Pupū-Pūle National Park and Vailima National Reserve.
	7-4 Other factors	7-4-1 Are there any factors that may facilitate or inhibit the maintenance of facilities and equipment and adoption of the conservation approach?	<ul style="list-style-type: none"> ● N.A.

Annex VIII

List of Awareness Raising Activities

When (Year.Month)	What
07.05	Four types of leaflet – Project, O Le Pupu-Pu’e, Vailima, Samoa
07.09	Workshop at O Le Pupu-Pu’e
07.10	Video for O Le Pupu-Pu’e
07.10	Sign board making and road cleaning by O Le Pupu-Pu’e local committee
07.11	National Park Day
07.11	Workshop at O Le Pupu-Pu’e
08.01	Workshop at Vailima
08.02	Meeting at O Le Pupu-Pu’e
08.03	Educational tour at Vailima
08.04	Sign board making and trail maintenance by committee O Le Pupu-Pu’e
08.068	Workshop on project activities and progress so far
08.07	Field workbook for Vailima
08.07	Educational tour at Vailima
08.07	Educational tour at Vailima (3 weeks program)
08.08	Educational tour at Vailima
08.08	Educational tour at O Le Pupu-Pu’e
08.08	Workshop at Vailima
08.08	Workshop at O Le Pupu-Pu’e
08.10	Poster making (7 types)
08.10	Vailima plant list compiled
08.10	Information display at O Le Pupu-Pu’e
08.10	Training Workshop on T-shirt printing at O Le Pupu-Pu’e
08.10	Visitor center opening ceremony at O Le Pupu-Pu’e
08.10	School program at O Le Pupu-Pu’e
08.10	School program at Vailima
08.11	Awareness Action Plan released
08.11	Information panel at Vailima
08.11	Poster session during environment week
09.02	Workshop at O Le Pupu-Pu’e
09.02	National Park Tree Planting Day
09.03	Planting event at O Le Pupu-Pu’e
09.03	Educational tour at O Le Pupu-Pu’e

When (Year.Month)	What
09.05	Meeting at O Le Pupu-Pu'e
09.06	Butterfly brochure
09.06	Plant sheets
09.06	Education Tour at Forestry Vailima
09.06	Education Tour at Vailima (consecutive 5 days)
09.07	Design of OLPP interpretive signage
09.08	Education Tour at OLPP (consecutive 5 days)
09.09	Poster images (butterflies)
09.09	Newspaper article on OLPP (education)
09.09	Newspaper article on OLPP (biodiversity)
09.09	Newspaper article on OLPP (recreation)
09.11	Community workshop at OLPP
09.11	Community workshop at Vailima
09.11	Management Plan Public Hearing/Consultation Workshop

評価گریッド結果

Evaluation Criteria	Items of Investigation	Overall Goal	Evaluation Questions	Evaluation Results
1. Achievement	1-1 Projection on the Achievement of Overall Goal	1-1-1 Overall Goal "National Parks and National Reserves in Samoa are appropriately managed to conserve their ecosystems."	(A) Any data regarding Indicator: "By 2015, at least one each management plan both on National Park(s) and on National Reserve(s) other than the Project sites is formulated and actual management activities are implemented based on the plan."	<ul style="list-style-type: none"> Counterparts acquired skills in conducting the baseline surveys in the field, but they still need an overall supervisor if they extend the work in another national park. This is because it is their first experience to conduct the surveys by themselves so that they need a supervisor who overviews the work to ensure its quality. Counterparts already hold capacity to manage operations such as landscaping, infrastructure development and awareness raising without external assistance.
	1-2 Achievement of Project Purpose	1-2-1 Project Purpose "Institutional and administrative authorities of the (F/D and DEC, MNREM) are enhanced to appropriately manage National Parks and National Reserves in Samoa."	(A) Available data regarding Indicator: "As of March 2010, management activities for O Le Pupu-Pu'e National Park and Vailima National Reserve are being implemented based on the respective management plans."	<ul style="list-style-type: none"> A series of activities on ecological surveys, landscaping, infrastructure development and awareness raising were organized under the project. Counterparts have acquired skills to conduct the above activities by themselves without external technical assistance. This enables the Counterpart organizations to carry out most of management strategies that are identified in the respective management plans with their own capacity.
	1-3 Achievement of Outputs	1-3-1 Output 1: "Management Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are formulated."	(A) Any data regarding Indicator 1-1: "By July 2008, Management Plan for O Le Pupu-Pu'e National Park is revised." (B) Available data regarding Indicator 1-2: "By July 2008, Management Plan for Vailima National Reserve is formulated."	<ul style="list-style-type: none"> The draft management plan was developed in November 2009. At the time of Terminal Evaluation, it is under the process of public consultation. It will be finalized and authorized by the end of the project. The draft management plan was developed in November 2009. At the time of Terminal Evaluation, it is under the process of public consultation. It will be finalized and authorized by the end of the project.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results																
		<p>(C) Available data regarding Indicator 1-3: "By September 2009, A manual on formulating Management Plan for National Parks and National Reserves is prepared."</p> <p>(A) Available data regarding Indicator 2-1: "By September 2008, Implementation Plans for O Le Pupu-Pu'e National Park and Vailima National Reserve are properly managed based on the Management Plans."</p> <p>(B) Available data regarding Indicator 2-2: "O Le Pupu-Pu'e National Park and Vailima National Reserve are managed based on the Implementation Plans."</p> <p>(A) Available data regarding Indicator 3-1: "Workshops and/or events for raising public awareness on the importance of the conservation of National Parks and National Reserves are organized at least four times a year."</p> <p>(B) Available data regarding Indicator 3-2: "More than 60% of the participants consider the workshop or event useful."</p>	<ul style="list-style-type: none"> ● A manual on formulating management plan will be developed by the end of the project. ● The manual will include flow of the planning process and guidelines of a range of baseline surveys. ● The project revised the schedule of drafting management plans and actual management activities in the field have been operated in parallel with the drafting process of the management plans. ● Implementation plans, that are to be developed only after the completion of the management plans, will be drafted by the end of the project. ● There were planned management activities under the project framework such as baseline surveys, infrastructure development, landscaping and awareness-raising. ● Through these activities, transfer of technology (skills) to Counterparts were effectively made. ● A number of events and workshops have been organized in order to enhance public awareness on the importance of the conservation of National Park and Reserve as follows: <table border="1" data-bbox="949 392 1077 1041"> <tr> <td></td> <td>2007</td> <td>2008</td> <td>2009</td> </tr> <tr> <td>Community workshop</td> <td>2</td> <td>5</td> <td>4</td> </tr> <tr> <td>School program</td> <td>6</td> <td>6</td> <td>4</td> </tr> <tr> <td>Other events</td> <td>2</td> <td>6</td> <td>3</td> </tr> </table> ● The project conducted questionnaire survey for the participants of many of the above mentioned workshops / tours / events in order to assess their satisfactory rate for the activities. ● The result of the questionnaire shows that all the surveyed activities marked more than 90% of the satisfactory rate. ● See Annex V. ● See Annex V. 		2007	2008	2009	Community workshop	2	5	4	School program	6	6	4	Other events	2	6	3
	2007	2008	2009																
Community workshop	2	5	4																
School program	6	6	4																
Other events	2	6	3																
	<p>1-4 Inputs</p> <p>1-4-1 Were Inputs from Japanese side provided as planned?</p> <p>1-4-2 Were Inputs from Samoan side provided as planned?</p>																		

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
2. Implementation process	2-1 Progress of activities	2-1-1 Were there any delay in the implementation of planned activities?	<ul style="list-style-type: none"> The management plans were initially scheduled to be formulated by the end of 2008. However, the draft became available in November 2009. This is because (a) the dispatch of the chief advisor was delayed for five months so that the commencement of management planning process was also delayed; (b) key Counterpart positions were not filled over several months period so that the work did not proceed; (c) baseline survey processes required time as the project used the processes as opportunities of technology transfer to the Counterparts.
		2-1-2 What caused the project implementation due to earthquake and tsunami that occurred in September 2009?	<ul style="list-style-type: none"> In September 2009, Tsunami hit the island and Counterpart vehicles and personnel were occupied by Tsunami relief actions since MNRE was assigned as a principal government agency to address the issue. Although the disaster caused to halt project operations for some weeks, concerned actors recognize that the affect was kept at the minimum level. The process of developing Vailima visitor center was also delayed for a month due to the Tsunami disaster that occurred in September 2009.
		2-1-3 Will the formal recognition of the management plan by the government be possible within the project period?	<ul style="list-style-type: none"> The authorization process would take for a couple of months so that it is likely to be authorized before the end of the project.
	2-2 Monitoring	2-2-1 What was the activity monitoring plan and how was it implemented?	<ul style="list-style-type: none"> There was no formal monitoring system but stakeholders gathered every week for agenda discussion so that monitoring was, in a substantial sense, well arranged.
	2-3 Communication	2-3-1 Was communication among project personnel (Japanese experts, C/Ps) satisfactory?	<ul style="list-style-type: none"> Yes, satisfactory.
		2-3-2 Was communication between project personnel and actors at concerned organizations satisfactory?	<ul style="list-style-type: none"> Yes, satisfactory.
		2-3-3 Was the decision making process of project planning and implementation satisfactory?	<ul style="list-style-type: none"> Yes, satisfactory.
	2-4 Ownership	2-4-1 Was the level of interest and involvement by C/P organizations satisfactory?	<ul style="list-style-type: none"> Yes, interests and involvement are high.
	2-5 Technology transfer	2-5-1 Was the method of technology transfer appropriate?	<ul style="list-style-type: none"> Yes, appropriate.
	2-6 Management	2-6-1 Were there any issues or problems in the management and process of the project implementation?	<ul style="list-style-type: none"> No.
		2-6-2 Was the assignment of C/Ps appropriate to carry out project activities?	<ul style="list-style-type: none"> The issue is recognized by both Counterparts and Japanese experts that there was certain period when project's counterpart positions were not filled. This caused the delay of the project implementation.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
3. Relevance	3-1 Consistency	3-1-1 Is the project consistent with national policies in Samoa? 3-1-2 Is the project consistent with Japan's ODA policies? 3-1-3 Is the project in line with the needs of local communities and target groups? 3-2 Strategy and approach	<ul style="list-style-type: none"> ● The project purpose and outputs are fully consistent with “National Parks and Reserves Act 1974”, “Lands, Survey and Environment Act 1989” and “Samoa’s Biodiversity Strategy & Action Plan.” The management plans and its implementation duly followed these key instruments. ● N.A. ● Yes, local villagers have been very positively responding to the project and organized a voluntary committee for resource conservation. ● The strategy adopted in the project is highly appropriate to achieve Overall Goal. The direct involvement of Counterparts in the baseline survey, landscaping, infrastructure development and awareness raising enabled them to enhance their capacity in these work and their enhanced skills can be used in other national parks and reserves management in the country. ● Counterparts highly appreciate quality expertise of the JICA experts.
4. Effectiveness	4-1 Projection on the achievement of Project Purpose 4-2 Causal relationships	4-1-1 Has Project Purpose already been achieved or will be achieved by the end of the Project? 4-1-2 Are there any factors that may facilitate or inhibit the achievement of the Project Purpose? 4-2-1 Are the three (3) outputs sufficient to achieve Project Purpose? 4-2-2 Are the important assumptions that exist between Outputs and Project Purpose correct at the present point of time? 4-3 Use of external resources	<ul style="list-style-type: none"> ● The project purpose is most likely to be achieved by the end of the project through the achievement of three Outputs. ● The strategy of Counterpart involvement throughout the management planning process did contribute to the achievement of the Project Purpose. ● Yes, respective Outputs duly contributed to the achievement of Project Purpose through the enhancement of Counterpart knowledge and skills in a range of baseline surveys and management planning by Output 1; in landscaping and infrastructure development by Output 2; and in awareness-building activities by Output 3. ● Yes. ● The project effectively used external resources in conducting activities and achieving Outputs through the collaboration with international and national organizations (SPREP, CI, NUS, USP, UNDP, GEF and others), international fund (CEPF) and international experts.
5. Efficiency	5-1 Achievement of Outputs	5-1-1 Is the achievement of each Output adequate? 5-1-2 Are there any factors that facilitated or inhibited the achievement of Outputs?	<ul style="list-style-type: none"> ● Yes. ● N.A.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results
	5-2 Causal relationships	5-2-1 Are the important assumptions that exist between Activities and Outputs correct at the present point of time? 5-2-2 Were Inputs and Activities sufficient to produce Outputs (in terms of timing, quantity, cost and quality)?	<ul style="list-style-type: none"> ● Yes.
6. Impact	6-1 Projection on the achievement of Overall Goal	6-1-1 Is there prospect that Overall Goal is achieved? 6-1-2 Are there any factors that facilitate or inhibit the achievement of Overall Goal?	<ul style="list-style-type: none"> ● Most of inputs and activities have pertinently functioned to realize three Outputs at the sufficient level ● Counterparts acquired skills in conducting the baseline surveys in the field, but they still need an overall supervisor if they extend the work in another national park. This is because it is their first experience to conduct the surveys by themselves so that they need a supervisor who overviews the work to ensure its quality. ● Counterparts already hold capacity to manage operations such as landscaping, infrastructure development and awareness raising without external assistance. ● Hence, it can be said that the project and the Counterpart organizations are in a right track to achieve Overall Goal, it is likely that Overall Goal is achieved in coming years. ● The management approach adopted in the project is costly in nature so that it is still difficult for the Counterpart organizations to extend the approach at another protected area without external financial assistance. ● As of the date of the terminal evaluation, there is one National Park that already has commitment of financial support by UNDP/GEF and FAO/GEF has also committed their support at some National Park(s). It is likely that the Counterparts will apply the management approach at these National Parks.
	6-2 Spreading effects	6-2-1 Were there any positive or negative effects of the project implementation that were not assumed at the planning stage?	<ul style="list-style-type: none"> ● The following positive effects are identified: ● (1) Opportunities of improving skills in surveys and management planning have motivated Counterparts who were involved in the surveys to demonstrate active attitude and high commitment to their professional operations; ● (2) several international organizations and experts which provided their expertise for the project have maintained their relationship with the Counterpart organizations after their service provision ended. Progressive impact of this kind included the formulation of new projects; one supported by IUCN and the other by CEPF. Both projects were developed as the extension of project activities; and ● (3) awareness raising activities led to the formation of local committee that consists of representatives from surrounding villages of O Le Puppu-Pu'e National Park and Vailima National Reserve respectively.
	6-3 Causal relationships	6-3-1 Are the important assumptions that exist between Project Purpose and Overall Goal correct at the present point of time?	<ul style="list-style-type: none"> ● Yes.

Evaluation Criteria	Items of Investigation	Evaluation Questions	Evaluation Results	
7. Sustain-ability	7-1 Policy aspect	7-1-1 Will the current policy framework be maintained after the termination of the project?	● Yes.	
	7-2 Organizational aspect	7-2-1 Will concerned organizations continue to provide organizational supports (including human resource and finance) to achieve Overall Goal? 7-2-2 Will residents' committees organized for conservation of two protected areas supported by the Project continue to function?	● Both D/F and DEC will continuously commit to national park and national reserve management. ● The presence of local villagers who clearly capture the importance of natural resources protection based on their own perception and understanding about forest and surrounding nature is highly likely to maintain the movement of local resource protection after the project operation ends.	
	7-3 Technology aspect	7-3-1 Will the facilities and equipment provided by the project be maintained appropriately? 7-3-2 Are approaches of conservation management and awareness raising examined through the Project accepted and adopted by C/P organizations? 7-3-3 Has the method of suppressing invasive species already been adopted by C/P organization? 7-3-4 Has the capacity of C/P been improved through management plan drafting process?	● Yes. ● Yes. ● Yes. They have a team now. ● Respective skills in monitoring of vegetation plots, invasive species treatment, landscaping, infrastructure development and awareness-raising have already transferred to the Counterpart organizations and they can manage these activities by themselves in O Le Pupū-Pu'e National Park and Vailima National Reserve.	
	7-4 Other factors	7-4-1 Are there any factors that may facilitate or inhibit the maintenance of facilities and equipment and adoption of the conservation approach?	● N.A.	