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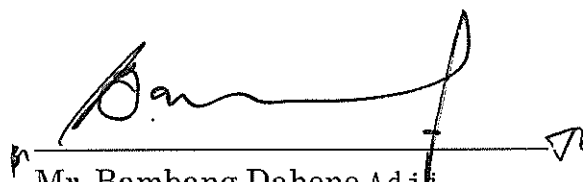
MINUTES OF MEETINGS
ON THE MID-TERM REVIEW OF
THE JAPANESE TECHNICAL COOPERATION PROJECT
ON CAPACITY BUILDING FOR RESTORATION OF ECOSYSTEM
IN CONSERVATION AREAS
BETWEEN
AUTHORITIES CONCERNED OF THE GOVERNMENT
OF THE REPUBLIC OF INDONESIA
AND
JOINT MIDTERM REVIEW TEAM

Based on the Record of Discussion agreed and signed on 19 February, 2010, Joint Midterm Review (hereinafter referred to as “the Review”) for the Project on Capacity Building for Restoration of Ecosystem in Conservation Areas (hereinafter referred to as “the Project”) was carried out from 17 September to 4 October 2012. The Review was conducted by the Joint Midterm Review Team (hereinafter referred to as “the Team”), which consists of the Indonesian review team and Japanese review team.

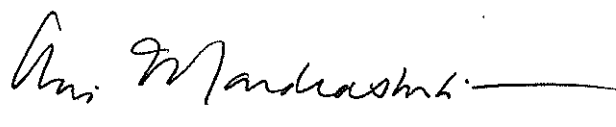
After conducting surveys and analyses on the performance and achievements of the Project, the Team prepared the Joint Midterm Review Report (hereinafter referred to as “the Report”) attached hereto.

The Project Director accepted the Report and agreed to recommend the matters written in the Report to the Joint Coordinating Committee.

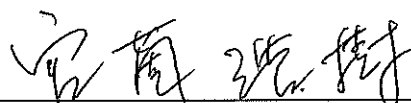
Jakarta, 4 October, 2012



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THE PROJECT ON CAPACITY BUILDING FOR
RESTORATION OF ECOSYSTEMS IN
CONSERVATION AREAS

JOINT EVALUATION REPORT
(MIDTERM REVIEW)

4 October 2012

INDONESIA-JAPAN JOINT MIDTERM REVIEW TEAM



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Abbreviation and Acronyms

APO	Annual plan of operations
C/P	Counterpart personnel
CSR	Corporate social responsibility
DAC	Development Assistance Committee
DIPA	Daftar Isian Pelaksanaan Anggaran
GERHAN	Gerakan Rehabilitasi Hutan dan Lahan
HQ	Headquarters
IDR	Indonesian Rupiah
ITTO	International Tropical Timber Organization
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
LIPI	Lembaga Ilmu Pengetahuan Indonesia (Indonesian Institute of Sciences)
MoF	Ministry of Forestry
N/A	Not applicable
NGO	Non-governmental organization
NP	National park
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PDM	Project Design Matrix
PHKA	Perlindungan Hutan dan Konservasi Alam (Forest protection and nature conservation)
R/D	Record of Discussions
UNESCO	United Nations Educational, Scientific and Cultural Organization
WG	Working group

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Summary of Midterm Review

I. Outline of the Project		
<i>Country:</i> Indonesia		<i>Project title:</i> Project on Capacity Building for Restoration of Ecosystems in Conservation Areas
<i>Issue/Sector:</i> Nature conservation		<i>Cooperation scheme:</i> Technical Cooperation Project
<i>Division in charge:</i> Forestry and Nature Conservation Division 1, Global Environment Department, JICA		
<i>Period of Cooperation</i>	(R/D): 19 February 2010 (amended on 29 July 2010)	<i>Partner Country's Implementing Organization:</i> Directorate General of Forest Protection and Nature Conservation, Ministry of Forestry (MoF)
	15 March 2010 – 14 March 2015 (5 years)	<i>Supporting Organization in Japan:</i> Forestry Agency, Ministry of Agriculture, Forestry and Fisheries
<i>Related Cooperation:</i>		
<ol style="list-style-type: none"> 1. JICA Mangrove Conservation Project in Bali: A study tour was conducted through visiting the Mangrove Management Center I in Bali. The participants (7 persons) include staff of Sembilang National Park, working group members, JICA Expert, JICA assistant and consultant. 2. JICA Forest Fire Project: JICA Expert, consultant and JICA Assistant participated in the training program on forest fire prevention conducted in Bromo Tengger Semeru National Park in May 2012 and provided presentation on the project outline. 		
1. Background		
<p>Indonesia enjoys the world's third largest tropical forest which supports livelihood of local communities as well as the precious biodiversity as a major wildlife's habitat. Recently the importance of forests in conservation and restoration has been internationally recognized particularly in terms of the mitigation of and adaptation to climate change.</p> <p>However the high pressure on the forests due to several causes including forest exploitation, forest fire and natural disaster is getting significant even to the conservation areas. Therefore the restoration of the degraded forests in the conservation areas, particularly national parks, is regarded as one of the highest priorities.</p> <p>Under the above-mentioned conditions, the need of further enhancement in institutional framework of the Directorate General of Forest Protection and Nature Conservation (PHKA) and each national park office was recognized by the Indonesian Government, and it requested the Government of Japan a technical co-operation project in 2007 which aimed at capacity building of the relevant institutions in ecosystem restoration in conservation areas in terms of institutional, technical and financial aspects. Responding to the request, JICA started its support to the counterpart organizations, PHKA and national park offices, in 2010 with the planned period of five years. This midterm review was made since the Project reached at the middle of its cooperation period.</p>		

2. Project Overview

(1) Overall Goal

Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.

(2) Project Purpose

Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.

(3) Outputs

1. Institutional framework for restoration of degraded land in conservation areas is enhanced.
2. Restoration plans of degraded land in the model sites are developed.
3. Restoration activities in the model sites are implemented.

(4) Inputs

Japanese side:

Long-term Expert: 3 persons Short-term Expert: 0 person Trainee received in Japan: 8 persons	Equipment: JPY 15.7 million (IDR 1,779 million) Local cost: JPY 52 million (IDR 5,878 million)
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Indonesian Side:

Counterpart personnel (C/P): 30 persons Land and facilities: None	Local cost: N/A
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II. Review Team

Members of Review Team	The Japanese side		
	Mr. Hiroki Miyazono	Leader of Japanese-side Review Team	Senior Advisor, JICA
	Mr. Susumu Kakebe	Vegetation restoration / Forest policy	Section Chief, International Forestry Cooperation Office, Forestry Agency, Ministry of Agriculture, Forestry and Fisheries
	Mr. Hiroyuki Miyazaki	Cooperation planning	Officer, Forestry and Nature Conservation Group, Global Environment Department, JICA
	Mr. Makoto Fukuyama	Evaluation and Analysis	Senior consultant, A&M Consultant, Inc.
	The Indonesian side		
	Dr. Ani Mardiasuti	Leader of Indonesian-side Review Team	Professor, Department of Forest Conservation and Ecotourism, Faculty of Forestry, Bogor Agricultural University
	Dr. Hendra Gunawan	Member	Senior Researcher, Centre for Research and Development of Conservation and Rehabilitation, MoF
	Dr. Priyono Suryanto	Member	Head, Department of Silviculture and Agroforestry, Faculty of Forestry, Gadjah Mada University
	Period of Review	17 September – 4 October 2012	Type of Evaluation: Midterm review

III. Results of Evaluation

1. Project Performance

1-1. Inputs

The inputs from the Japanese side (dispatch of experts, training of C/P in Japan, Machinery and equipment provision, local cost) were generally provided as planned. As for the Indonesian side, relatively high transfer of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation.

1-2. Outputs

(1) Output 1

The achievement level for the Output 1 can be regarded as '*Relatively high*'. The most significant outcome of the activities under the Output 1 is that the terms / techniques of "natural regeneration" and "restoration" were newly stipulated in the Article 29 of the Governmental Decree No. 28 / 2011 on "Management of Nature Protection Areas and Nature Conservation Areas" (regulated by the President on 19 May 2011 and issued by the Minister of Legal Issue and Human Right). This was realized by the aforementioned activities of the review and analysis of the relevant laws, regulations and guidelines, and through a presentation by the JICA expert on the new concept of "restoration" to the C/P in 2010.

Based on the above mentioned Governmental Decree, a relevant regulation of the MoF will be formulated / regulated through discussions led by the C/P agency, i.e. the Directorate of Conservation Area and Protection Forest Development.

(2) Output 2

The processes for preparing the restoration plans were clearly identified and documented, and the restoration plans of degraded land in the model sites were once developed following the identified processes in the 2010. Based on the restoration plans, the restoration designs were developed by the contracted local consultants and the National Expert in each project site in the 2011. However, as the said restoration designs were too general and not practical for actual application, a flow chart of the restoration design was formulated and was provided to each project site for implementation in the 2012. As a result, the Project finally developed the restoration plans for degraded areas in the project sites in a successful manner. Therefore, the overall achievement level of the Output 2 is regarded as '*High*'.

(3) Output 3

The achievement for the Indicator 3-1 is judged as '*High*' because various trainings have been conducted as planned and the results were well documented. Since the activities set for the Indicators 3-2 and 3-3 have yet been initiated due to the activity plan or schedule, it is impossible to judge the achievement level at this moment. Therefore, it is reasonably considered that the overall achievement level of the Output 3 is regarded as '*High*'.

1-3. Achievement of Project Purpose

Although the Project is just at the middle of its cooperation period of five year, the current situations of the two indicators for the project purpose as well as the performance of the three expected outputs suggest that the approach and implementation of activities are on the right track and the project purpose is predicted to be achieved to a high degree by the end of the project period.

1-4. Implementation process

(1) High C/P transfer

Relatively frequent staff change has been observed both at the HQ and national park offices. It is sometimes difficult to ensure continuity of activities, and moreover capacity development of the C/P is hindered as well.

(2) Efficient utilization of local human resource

Due to the restriction on dispatch of the JICA experts, more national staffers are employed than other projects in the project office, and the Field Managers are allocated in each project site to coordinate the activities with the national park offices.

(3) Involvement and communication among the key stakeholders

The Project involves various stakeholders. The JCC and other important meetings such as the Project Meeting were relatively well attended by the key stakeholders. However enhanced communication and dialogues particularly with the relevant section of the MoF HQ is required.

(4) Introduction of innovative and adaptive technology for restoration

It is observed that the Project has been actively trying to introduce innovative and adaptive technologies for restoration in each project site. It is important to carefully monitor the effectiveness of applied technologies and to analyze the result in order to confirm the applicability of them to other degraded areas.

2. Summary of Evaluation Results

(1) Relevance

Relevance is '**High**'. The Project is well aligned with the national development policies of Indonesia as well as with the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view.

(2) Effectiveness

Effectiveness is '**Relatively high**'. The project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good.

(3) Efficiency

Efficiency is '*Fair*'. The inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. A large scale eruption in Gunung Merapi NP was a hindering factor of efficient implementation of activities.

(4) Impact

Impact is '*Relatively high*'. If the following three conditions; i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled, the overall goal will be achieved three to five years from now. Although it is too early to judge about the impacts, there are some obvious positive impacts already emerged particularly in terms of the WG members' awareness. No major negative impact has been observed.

(5) Sustainability

Sustainability is '*Fair*'. Policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

3. Factors that promoted realization of effects

(1) Factors concerning the policy

- The new Governmental Decree No. 28 in which the concept of 'natural regeneration' and 'restoration' were first mentioned in Indonesia and which would further support the Project activities has been established.

(2) Factors concerning the implementation process

- Mainly from the viewpoint of efficiency, local human resources have been fully utilized as employed as the national staff of the Project Office as well as field managers allocated in each project site.
- Despite the rather complicated Project's structure with many different stakeholders, communication and dialogues among the main decision-makers have been frequent and close due to the regular meetings; e.g. the Project Meeting, which in turn led to smooth implementation of the Project.
- A flexible approach to the local working groups has been applied to encourage the locals to involve the process and also to make the group members more self-reliance.

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4. Factors that impeded realization of effects

(1) Factors concerning the implementation process

- As for the inputs from the Indonesian side, relatively high transfer of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation.

5. Conclusion

The Project activities are being implemented as planned in the APO in spite of some obstacles. By the end of the Project, it is expected to produce a draft of the restoration guideline that covers necessary aspects (institutional, technical and financial). For this purpose, useful information and data are being accumulated through the trial restoration activities in the project sites for improvement of the restoration technology. Through these exercises, the project is producing satisfactory outcomes and expected to achieve the project purpose.

6. Recommendations and lessons learned

6.1. Recommendations addressed to the Project

- 1) It is noted that the Project has prepared the restoration plans for each site and, through this exercise, identified important ten processes for preparing the restoration plans. It is recommended to formulate a guideline in accordance with the identified ten processes and publicize it to share with the relevant institutions.
- 2) The Project developed and held various useful training courses mainly for the staff of national parks and working group members. The results of the training are well compiled and recorded. The training is well appreciated as part of capacity development for enhancing skills for restoration which contributes to livelihood improvement of local communities. It is recommended that the Project should continue the same or higher level of input for capacity development.
- 3) The Project involves various stakeholders such as the MoF HQ, national park offices, other relevant governmental organizations, relevant universities, private companies, and local communities. In order to achieve the project purpose, the MoF HQ is expected to play a key role to coordinate among the relevant stakeholders. It is recommended that communication and dialogues between the MoF HQ and other stakeholders should be enhanced.
- 4) It is observed that the capacity of the staff in five national parks and the WG members is being enhanced through the participation in the Project activities. It is recommended that PHKA should formulate the strategy for capacity development of the entire organization based on the experience obtained through the Project activities and that the "Restoration Guidelines" should include the important elements for capacity development.
- 5) Although the project is developing site-specific restoration techniques such as assisted natural regeneration, enrichment planting, and planting patterns (line planting, spot planting, random planting), there are common elements which can be applicable to other degraded areas under the similar conditions. Therefore, it is recommended that the draft of Restoration Guideline to be developed by the Project should include such elements for wider application to other national parks.



- 6) It is recommended to change the contents of the PDM as follows:
- The term “model sites” should be changed to the “project sites” because, in general, the “model” means something which is established as a result of trials. Since the Project is still in the process of establishing the model, therefore, it is appropriate to use the term of the “project sites”.
 - For the same reason, the term “demonstration activities” should be also changed to the “trial restoration activities”.

7.2. Recommendations addressed to the MoF

- 1) The Project conducted the review and analysis of the relevant laws, regulations and guidelines, and made a proposal on the new concept of “Restoration” to the C/P. As a result, “Natural Regeneration” and “Restoration” were newly regulated in the Article 29 of the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. In order to accelerate restoration activities in the country, it is recommended that a Forestry Minister’s decree should be formulated as earlier as possible.
- 2) The Project is making good efforts in collaborating with the private sector to introduce external financial resources for restoration. In order to secure sustainability of restoration activities, it is recommended that the MoF should strengthen its effort to mobilize finance from various sources.
- 3) It is observed that the delay in allocating counterpart budget has caused some negative effects in implementing the Project activities. It is recommended that the MoF should make further efforts to secure the appropriate amount of the counterpart budget.

1. Introduction

1.1. Objectives of midterm review

About two and a half years have passed since the inception of the Project on Capacity Building for Restoration of Ecosystems in Conservation Areas (hereinafter referred to as “the Project”). The Project is scheduled to come to an end in another two and a half years, i.e. March 2015. The project team has been undertaking a range of activities in order to achieve the project purpose. It is important for the concerned authorities to review its progress made so far and to examine to what extent the activities have led to produce expected outputs. The examination will make it possible to judge and predict how much the Project is likely to achieve the project purpose by the end of the project life.

The purpose of the midterm review is to objectively evaluate the level of the achievements of the Project and to identify the reasons behind it. Based on the results of the evaluation, the review is to give suggestions and recommendations to the concerned organizations with the aim of providing lessons learnt, which will be useful for future direction of the Project and also for similar projects.

1.2. Members of review team

The Review Team (hereinafter referred to as “the Team”) is composed of the following personnel:

Japanese side:

Mr. Hiroki Miyazono	Leader of Japanese-side Review Team	Senior Advisor, JICA
Mr. Susumu Kakebe	Vegetation restoration / Forest policy	Section Chief, International Forestry Cooperation Office, Forestry Agency, Ministry of Agriculture, Forestry and Fisheries
Mr. Hiroyuki Miyazaki	Cooperation planning	Officer, Forestry and Nature Conservation Division 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
Mr. Makoto Fukuyama	Evaluation and Analysis	Senior consultant, A&M Consultant, Inc.

Indonesian side:

Dr. Ani Mardiasuti	Leader of Indonesian-side Review Team	Professor, Department of Forest Conservation and Ecotourism, Faculty of Forestry, Bogor Agricultural University
Dr. Hendra Gunawan	Member	Senior Researcher, Centre for Research and Development of Conservation and Rehabilitation, Ministry of Forestry (MoF)
Dr. Priyono Suryanto	Member	Head, Department of Silviculture and Agroforestry, Faculty of Forestry, Gadjah Mada University

1.3. Schedule of the Midterm Review

The Review was conducted for 18 days between 17 September and 4 October 2012 (**Annex 1**).

2. Outline of the Project

2.1. Background of the Project

Indonesia enjoys the world's 3rd largest tropical forest area after Brazil and the Democratic Republic of Congo, which supports livelihood of local communities as well as the precious biodiversity as a major wildlife's habitat. Recently the importance of forests in conservation and restoration has been internationally recognized particularly in terms of the mitigation of and adaptation to climate change.

However the high pressure on the forests due to several causes including forest exploitation for timber production and oil palm plantation, forest fire, and natural disaster is getting significant even to the officially designated forests as conservation areas. Therefore the restoration of the degraded forests is recognized as urgent and the highest priority shall be given to the conservation areas which regarded as the centre of biodiversity conservation. Amongst all the conservation areas, initiatives to enhance restoration of the degraded lands in the national parks should be the most prioritized.

As one of the initiatives to cope with the above-mentioned conditions, the need of further enhancement in institutional framework of the Directorate General of Forest Protection and Nature Conservation (PHKA) which administrate national parks and each national park office was recognized by the Indonesian Government, and it requested the Government of Japan a technical co-operation project in 2007 which aimed at capacity building of the relevant institutions in ecosystem restoration in conservation areas in terms of institutional, technical and financial aspects. Responding to the request, JICA started its support to the counterpart organizations, PHKA and national park offices, in 2010 with the planned period of five years. This midterm review was made since the Project reached at the middle of its cooperation period.

2.2. Summary of the Project

The Project is now being conducted in line with the Project Design Matrix (PDM) (**Annex 2**) and Annual Plan of Operations (APO)¹ (**Annex 3**) dated on 29 July 2010, which was agreed upon by the Indonesian and Japanese sides. The midterm review was undertaken based on the following specifications (Overall Goal, Project Purpose, Outputs, Activities) stipulated in the PDM.

¹ The APO is the tool for activity management in the Project.

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(1) Overall Goal

Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.

(2) Project Purpose

Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.

(3) Outputs

- 1) Institutional framework for restoration of degraded land in conservation areas is enhanced.
- 2) Restoration plans of degraded land in the model sites are developed.
- 3) Restoration activities in the model sites are implemented.

(4) Activities

1) Output 1

- 1-1 Review governmental rules, regulations and guidelines relevant to restoration of degraded land to identify conflicts, gaps and overlaps among them.
- 1-2 Identify useful technologies for restoration including those developed with JICA's assistance.
- 1-3 Review the existing technical guidelines relevant to restoration.
- 1-4 Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration.
- 1-5 Prepare a draft of restoration guideline.

2) Output 2

- 2-1 Form working group(s) at each model site to plan and implement the demonstration activities.
- 2-2 Identify the target area for restoration in each model site.
- 2-3 Review current restoration plans.
- 2-4 Conduct workshop(s) attended by stakeholders to prepare draft restoration plans for the model sites.
- 2-5 Review the restoration plans as needed.

3) Output 3

- 3-1 Conduct training for restoration.
- 3-2 Implement the demonstration activities for restoration at each model site.
- 3-3 Monitor, evaluate and review the demonstration activities.

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(5) Implementation structure

The organizational structure of the Project is indicated in **Annex 4**. List of the project sites is shown in Table 1.

Table 1 List of project sites

National park	Province	Vegetation / ecosystem in trial restoration site
1 Sembilang	South Sumatra	Mangrove
2 Gunung Ciremai	West Java	Tropical mountain rainforest
3 Gunung Merapi	Jogjakarta, Central Java	Tropical mountain rainforest
4 Bromo Tengger Semeru	East Java	Tropical mountain rainforest, lake ecosystem
5 Manupeu Tanah Daru	Nusa Tenggara Timur	Tropical monsoon forest

3. Method of midterm review

3.1. Five evaluation criteria

The JICA adopted “the Five Evaluation Criteria” for project evaluation. The Five Evaluation Criteria, proposed by the Development Assistance Committee (DAC) at the Organization for Economic Cooperation and Development (OECD) in 1991, are meant to be used for evaluating development assistance activities. The five criteria are namely:

- 1) **Relevance:** A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether a project intervention is appropriate as a solution for problems concerned; whether the contents of a project is consistent with policies; whether project strategies and approaches are relevant, and whether a project is justified to be implemented with public funds of Official Development Assistance (ODA).
- 2) **Effectiveness:** A criterion for considering whether the implementation of project has benefited (or will benefit) the intended beneficiaries or the target society.
- 3) **Efficiency:** A criterion for considering how economic resource/inputs are converted to results. The main focus is on the relationship between project cost and effects.
- 4) **Impact:** A criterion for considering the effects of the project with an eye on the longer term effects including direct or indirect, positive or negative, intended or unintended, and
- 5) **Sustainability:** A criterion for considering whether produced effects continue after the termination of the assistance.

By examining the Project’s progress and achievement by using these five criteria, the midterm

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review ascertains the value of the project from different viewpoints. It attempts to assess performance, make a value judgment about the project, and make recommendations and draw lessons learnt.

The structure of the report is two-fold: i) the confirmation of achievements and ii) the review results based on the five evaluation criteria.

3.2. Data collection methods and analysis

The review collected both quantitative and qualitative data relevant to the Project from a range of information sources by using multiple information-gathering methods. This approach enables the Team to undertake triangulation of methods and information sources, thereby ensuring reliability of the Review. The focus of the Review is on the collection and analysis of qualitative data, rather than quantitative one, since the main purpose of the Review is to make an in-depth analysis of hindering and contributing factors to the implementation of the Project and to understand reasons for having such factors. Thus, research methods adopted for the Review centered on qualitative data collection methods including interviews, observation, and questionnaires with many open-ended questions.

The Team formulated the Evaluation Grid (**Annex 5**) to clarify data collection methods, the types of data to be collected and their sources of information. **Table 2** summarizes methods used and information sources the Team accessed during the Review period.

Table 2 Data collection methods and source of information

Data collection method	Source of information
Literature/document review	Project documents, reports written by JICA experts, and other reports
Questionnaires	JICA experts and counterpart personnel (C/P)
Interviews	JICA experts, Project's national staff, C/P and staff of other related organizations, Working group (WG) members
Observation, interviews and focus group discussions	<ul style="list-style-type: none"> ● Bromo Tengger Semeru National Park ● Manupeu Tanah Daru National Park

Review of literature / documents had been undertaken before the Team visited Indonesia. The main purpose of the literature review was to confirm the level of the project performance and examine the implementation processes. At the same time, questionnaires were prepared for the Japanese experts and the Project's C/P². After the Team arrived in Indonesia, in-depth interviews were conducted with

² The questionnaires for the C/P were prepared by two different formats; i.e. one for those who are at the management level such as the Project Director (Director, Directorate of Conservation Areas and Protection Forest Development), Project Manager (Deputy Director of Protected Area and Game Park) and Site Managers (heads of national parks) and another for the technical level such as staff members of the national parks.

key informants such as C/P and JICA experts. The interviews mainly aimed to supplement information gathered by the literature review and the questionnaire survey. The Team also had opportunities to observe activities conducted by the working group members in two project sites in Bromo Tengger Semeru and Manupeu Tanah Daru National Parks, and undertook interviews and focus group discussions at each site. The information generated by all the methods was then analyzed based on the five evaluation criteria.

4. Project performance and implementation process

4.1. Inputs from Japan

4.1.1. Dispatch of JICA experts

A total of three JICA long-term experts assigned for the chief advisor and project coordinator with specializing area of land restoration have been dispatched to the Project (**Table 3**). The expert for Project Coordinator / Land Restoration assigned at the commencement of the Project left for Japan in January 2011 at the middle of his assigned term due to a health problem. There had been no expert in this field for three months before the successor was dispatched in May 2011.

Regarding the short-term experts, four specific fields were identified in the PDM, i.e. i) forest ecology, ii) remote sensing, iii) reforestation / afforestation, iv) biodiversity conservation / monitoring. Yet, it was not realized mainly because the candidates for the short-term experts could not coordinate their working schedule.

At the time of the Midterm Review, there are just two long-term experts assigned to the Project.

Table 3 List of JICA experts dispatched

	Name	Field	Assignment period	Period (Months)
1	Mr. Hideki Miyakawa	Chief Adviser	15/3/2010-18/2/2012 18/4/2012-28/2/2014	20 20
2	Mr. Shin Morisaki	Project Coordinator / Land Restoration	15/3/2010-27/1/2011	10
3	Ms. Reiko Hozumi	Project Coordinator / Land Restoration	23/5/2011-23/5/2013	24

4.1.2. Training of C/P in Japan

A total of eight people of the C/P participated in the three training courses held in Japan between 2010 and 2012. The themes of the training covered i) forest management and nature conservation, ii) promotion of SATOYAMA, and iii) sustainable natural resources management through Japanese system of national park. The training period was rather short, e.g. less than ten days for high-ranking

officers and 30 days at the longest for other staff members. For the details on the training, see “Annex 6 List of C/P trained in Japan”. Unfortunately, three out of five training participants are no longer C/P of the Project because of transfer to other sections in the ministry.

4.1.3. Machinery and equipment provided by the Government of Japan

Equipment and machinery including five vehicles, photo copiers, and other office equipment, which are worth JPY 15.7 million (equivalent to IDR 1,779 million) in total, has been provided. The items are used and maintained in a proper manner. For the details of the items provided, see “Annex 7 List of machinery and equipment provided by the Japanese side”.

4.1.4. Local cost borne by the Government of Japan

Table 4 shows the funds provided by the Japanese side disaggregated by budget items. The total cost boned by the Government of Japan is approximately IDR 5,878 million, which is equivalent to JPY 52 million.

Table 4 Project cost provided by the Japanese side

Major budget item	Unit: IDR			
	JFY2010	JFY2011	JFY2012	Total
1 Miscellaneous	1,072,743,039	1,162,445,308	339,924,636	2,575,112,983
2 Air fare	224,913,500	241,741,850	110,088,900	576,744,250
3 Travel allowance	173,211,120	236,566,200	93,618,950	503,396,270
4 Honorarium (non-staff)	47,820,000	38,210,000	95,663,000	181,693,000
5 Contract with local based consultant	718,140,000	242,837,000	644,065,250	1,605,042,250
6 Commission contract (Others)	21,600,000	80,000,000	0	101,600,000
7 Meeting cost	6,425,000	1,978,800	25,853,000	34,256,800
8 Construction cost (Work hut)		300,197,000		300,197,000
Total in IDR	2,264,852,659	2,303,976,158	1,309,213,736	5,878,042,553
Total in JPY (1 IDR = 0.008852 JPY)	20,048,475	20,394,796	11,589,160	52,032,431

Note: The figures for 2012 denote as of June 2012.

The cost also covers employment of the Project national staff (Table 5).

Table 5 List of national staff employed by the Project Office

	Name	Post
1	Mr. Darsono	National Consultant
2	Mr. Agoes Sriyanto	National Expert

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3	Ms. Desitarani	Technical Assistant
4	Ms. Mudi Yuliani	Field Assistant
5	Ms. Regina Herti Sitorus	Secretary
6	Mr. Slamet Riyadi	Field Manager, Sembilang NP
7	Mr. Nurhadi	Field Manager, Gunung Ciremai NP
8	Mr. Sulistyono	Field Manager, Gunung Merapi NP
9	Mr. Andi Iskandar Zulkarnain	Field Manager, Bromo Tengger Semeru NP
10	Mr. Marthen Mamba	Field Manager, Manupeu Tanah Daru NP

4.2. Inputs from the Government of Indonesia

4.2.1. Assignment of C/P

At the time of the midterm review, there are a total of 26 members of the C/P of which six is working for the MoF HQ and 20 for the five national parks where the project sites were located. They have been working as the C/P of the Japanese experts (**Annex 8 List of C/P**).

4.2.2. Local cost borne by the Government of Indonesia

The counterpart budget has not yet been allocated. It was caused by the fact that the Project had not yet been listed in the Project List (DIPA: Daftar Isian Pelaksanaan Anggaran) of the Ministry of Finance for two years, 2010-2011. However, it was finally confirmed that the Project was registered to the DIPA in March 2012. Thus, it is highly expected that the counter budget will be disbursed in the new financial year of 2013. On the other hand, the Review Team revealed that part of the cost necessary for the Project activities such as fuel for motorbike and allowance has been covered by the national park offices including Gunung Ciremai and Manupeu Danah Daru.

4.2.3. Facilities provided by the Government of Indonesia

According to 'Annex V: List of offices and facilities' in the Record of Discussions (R/D), the project office, meeting room and necessary facilities for the experts were to be arranged by the Indonesian side. Following this agreement, at the commencement of the Project, the MoF prepared a room, which was the former project office for the JICA Forest Fire Project and only available in the Ministry's main building for the project office but it was unfortunately not large enough to accommodate all the staff members and the JICA experts. Therefore the Project had a consultation with the JICA Indonesia Office and finally decided to rent a unit in a building next to the Ministry's main building from April 2010.

4.3. Achievement of outputs

Three outputs are stated to be achieved in the PDM and each output is detailed in the following section. The achievement for each indicator is described below and the level of achievement is rated based on the scale of “High”, “Relatively high”, “Fair”, “Relatively fair” and “Low”.

4.3.1. Achievement of Output 1

The Output 1, i.e. “**Institutional framework for restoration of degraded land in conservation areas is enhanced.**” is designed to be measured by the following objectively verifiable indicators.

- 1-1. Recommendations to streamline governmental rules, regulations and guidelines are prepared.
- 1-2. Recommendations to improve technical guidelines are prepared.
- 1-3. Recommendations to develop strategy for mobilizing financial resources for restoration are prepared.

Indicator 1-1. Recommendations to streamline governmental rules, regulations and guidelines are prepared (Level of Achievement: High)

As the first step of activities for the Output 1, the legal documents including the four laws and regulations, and the 10 guidelines related to rehabilitation / restoration of degraded areas in national park areas were collected and reviewed (Table 6).

Table 6 List of collected and reviewed laws, regulations and guidelines related to restoration

Title	
<i>Laws and regulations</i>	
1	Act No. 5 / 1990 on Conservation of Living Resources and their Ecosystems
2	Act No. 41 / 1999 on Forestry
3	Governmental Decree No. 68 / 1998 on Natural Protection Areas and Natural Conservation Areas
4	Forestry Minister’s Decree No. 56 / 2006 on Zoning Guideline for National Park
<i>Guidelines</i>	
1	Governmental Decree No. 76 / 2008 on Forest Rehabilitation and Reclamation
2	Forestry Minister’s Decree No. 70 / 2008 on Technical Guideline on Forest and Land Rehabilitation
3	Forestry Minister’s Decree No. 32 / 2009 on Formulation Process of Technical Plan of Forest and Land Rehabilitation in Watershed Areas
4	Forestry Minister’s Decision No. 8205 / 2002 on Guideline on Rehabilitation inside National Park Areas
5	DJ PHKA’s Decree No. 86 / 2007 on Technical Instruction on Rehabilitation of Habitat in Conservation Areas
6	Forestry Minister’s Decree No. 26 / 2010 on Revision of the Forestry Minister’s Decree No. 70 /

2008 on the Technical Guideline on Forest and Land Rehabilitation

- 7 Forestry Minister's Decree No. 35 / 2010 on Revision of the Forestry Minister's Decree No. 32 / 2009 on Formulation Process of Technical Plan of Forest and Land Rehabilitation in Watershed Areas
- 8 Forestry Minister's Decree No. 37 / 2010 on Formulation Process of Management Plan of Forest and Land Rehabilitation
- 9 Forestry Minister's Decree No. 38 / 2010 Formulation Process of Annual Plan of Forest and Land Rehabilitation
- 10 Forestry Minister's Decree No. 39 / 2010 on General Method, Criteria and Standard for Forest Rehabilitation and Reclamation

After the review and analysis, the results and recommendations to streamline those laws, regulations and guidelines were summarized into a report titled '*A Review on the Governmental Guidelines on Restoration of Ecosystems in Conservation Areas (Draft)*' in three languages; i.e. English, Indonesian and Japanese in November 2010. The contents of the recommendations are summarized as below:

- 1) *Improvement of technical terms*
- 2) *Early issuance of guidelines on restoration in conservation areas*
- 3) *Introduction of assisted natural regeneration system*
- 4) *Technical development for rehabilitation / restoration in semi-arid zone and introduction of the said technology into guidelines*
- 5) *Survey and collection of traditional knowledge / technologies on forest rehabilitation / restoration and introduction of them in the guidelines.*

Indicator 1-2. Recommendations to improve technical guidelines are prepared (Level of Achievement: High)

Before initiating activities related to this indicator, the Project identified necessary techniques for restoration of the project sites in the five national parks with the assumption that these techniques could be applicable to all the national parks in the country (Table 7).

Table 7 Required restoration techniques for project sites

Techniques	National parks
1 Mangrove restoration	Sembilang
2 Forest fire prevention and suppression	Bromo Tengger Semeru, Manupeu Tanah Daru
3 Forest conservation with people's participation	All (Sembilang, Gunung Ciremai, Gunung Merapi, Bromo Tengger Semeru, Manupeu Tanah Daru)
4 Restoration of tropical mountain forests	Gunung Ciremai, Gunung Merapi
5 Restoration of tropical monsoon forest	Manupeu Tanah Daru

Based on the techniques identified above, 16 guidelines were collected and reviewed, i.e. six (6) for mangrove restoration, three (3) for forest fire control, three (3) for community participation in forest conservation, four (4) for forest rehabilitation / restoration (Table 8).

Table 8 List of collected and reviewed technical guidelines

	Title	Organization	Year
<i>Mangrove restoration</i>			
1	Silviculture manual for mangroves	The Development of Sustainable Mangrove Management Project (DEPHUT-JICA)	1999
2	Nursery manual for mangrove species at Benoa Port in Bali	The Development of Sustainable Mangrove Management Project (DEPHUT-JICA)	1997
3	Guideline on Forest and Land Rehabilitation	MoF (Forestry Minister's Decree No. 70 / 2008)	2008
4	Manual on guidelines for rehabilitation of coastal forests damaged by natural hazards in the Asia-Pacific Region	ISME and ITTO	2009
5	Green coast for nature and people after the tsunami – Best practice guidelines on restoration on mangroves in tsunami affected areas	Oxfam Novib	?
6	An integrated ecosystem approach	Coastal Wetlands	2009
<i>Forest fire control</i>			
7	Manual umum pemadaman kebakaran hutan (General guideline on forest fire prevention)	Forest Fire Prevention Management Project (Phase II) (PHKA-JICA)	2003
8	Forest fire control	MoF (Forestry Minister's Decree No. 12 / 2009)	2009
9	ITTO's guidelines on forest fire management in tropical forests	ITTO	1997
<i>Community participation in forest conservation</i>			
10	Model kampung konservasi (MKK) – Saling percaya dan menghargai perspektif yang berbeda (Model community conservation – Mucual brief and respect different perception)	The Project on Gunung Halimun-Salak National Park Management (MoF and JICA)	2009
11	The guideline by ESP		
12	Guidelines on forest landscape restoration on Indonesia	National Working Group on Landscape Restoration in Indonesia	2009
<i>Forest rehabilitation / restoration</i>			
13	The technical guideline on forest and land rehabilitation	MoF (Forestry Minister's Decree No. 70 / 2008)	2008
14	ITTO guidelines for the restoration, management and rehabilitation of degraded and secondary tropical forests	ITTO	2002
15	Kondisi vegetasi dan panduan inisiasi restorasi ekosistem hutan di bekas areal kebakaran Bukit Pohen cagar alam batukahu Bali (The condition of vegetation and the guideline on restoration of forest ecosystem at the burned areas inside Bukit Pohen Nature Reserve in Bali Province)	Sutomo	2009
16	Stimulating natural regeneration	Holz, S. and Placci, G.	2003

The review of each guideline in the table above was summarized in the report titled “*A Review on Applicable Technologies to the Restoration of Degraded Areas (draft)*” in three languages; i.e. English, Indonesian and Japanese in October 2010. Again discussions were made in the report following the five restoration techniques identified in **Table 7** and three recommendations were drawn as the results of the activity as summarized below:

- 1) *Several guidelines produced in the past regarding mangrove restoration, forest fire control and people's participation in forest conservation are applicable for the Project but if there are technical matters which those guidelines do not cover, other guidelines reviewed in this report should be examined for application*
- 2) *It is necessary to modify the guidelines in order to fit the applied sites after studying well their natural, socio-economic and cultural conditions*
- 3) *It is required to create site specific restoration guidelines specifically applicable to tropical mountain forests and tropical monsoon forests based on the results of the model site activities of the restoration project.*

Indicator 1-3. Recommendations to develop strategy for mobilizing financial resources for restoration are prepared (Level of Achievement: Fair)

Since the commencement of the Project, there have been a number of cases in introducing funds from the private sector as indicated below:

Table 9 Cases of fund mobilization with private sector

No.	Year	Company	Project site (NP)	Activity
1	2010	PT Yamaha Musik Indonesia	Gunung Ciremai	Tree planting ceremony
2	2011	PT Yamaha Musik Indonesia	Gunung Ciremai	Restoration, Tree planting ceremony
3	2011	Sumitomo Forestry Co., Ltd.	Bromo Tengger Semeru	Training for forest fire control
4	2012	PT Yamaha Musik Indonesia	Gunung Ciremai	Restoration
5	2012	Sumitomo Forestry Co., Ltd. and Mitsui Sumitomo Insurance Co., Ltd.	Gunung Merapi	Restoration
6	2012	Sumitomo Forestry Co., Ltd.	Bromo Tengger Semeru	Training for forest fire prevention

Apart from the above cases, the Project has also extended its collaboration with multi-sectors as stated below:

- The Restoration Seminar in Jakarta in January 2012 attended by Udayana University, Yamaguchi University (Japan), Forest Research and Development Center of the MoF, UNESCO

Conservation Project, PT. Yamaha Musik Indonesia, Sumitomo Forestry Co., Ltd., Mitsui-Sumitomo Insurance Co., Ltd. and the Forestry Agency (Japan).

- Collaboration with LIPI for formulating a draft guide book for restoration plants through field survey in the project sites.

The project is planning to formulate a report on participating methods / processes of private companies based on the experience stated above and share it with the MoF. Recommendations to develop strategy for mobilizing financial resources for restoration are expected to be covered in the report.

Overall achievement level of Output 1: Relatively High

The achievement level for the Output 1 can be regarded as '*Relatively high*'. The most significant outcome of the activities under the Output 1 is that the terms / techniques of "natural regeneration" and "restoration" were newly stipulated in the Article 29 of the Governmental Decree No. 28 / 2011 on "Management of Nature Protection Areas and Nature Conservation Areas" (regulated by the President on 19 May 2011 and issued by the Minister of Legal Issue and Human Right). This was realized by the aforementioned activities of the review and analysis of the relevant laws, regulations and guidelines, and through a presentation by the JICA expert on the new concept of "restoration" to the C/P in 2010.

Based on the above mentioned Governmental Decree, a relevant regulation of the MoF will be formulated / regulated through discussions led by the C/P agency, i.e. the Directorate of Conservation Area and Protection Forest Development.

4.3.2. Achievement of Output 2

The Output 2, i.e. "**Restoration plans of degraded land in the model sites are developed.**" is designed to be measured by the following objectively verifiable indicators.

- | |
|--|
| 2-1. Processes of making restoration plan are documented.
2-2. The restoration plans of each site are prepared. |
|--|

Indicator 2-1. Processes of making restoration plan are documented (Level of Achievement: High)

Prior to initiate the processes for restoration plan preparation, local consultants were hired with the contract covering October 2010 to March 2011. The restoration plan in each project site was developed following the ten processes shown in **Table 10**.

Table 10 Processes for restoration plan preparation

Process	
1	Identification of trial restoration sites in each project site
2	Inception meeting (Explanation on project activities to relevant institutions and local communities)
3	Outline survey inside and surrounding areas of trial restoration sites (Data and information in biophysical, socio-economic and cultural aspects)
4	Establishment of the boarder and mapping of each restoration site
5	Formulation of working groups mainly consisting of local community members
6	Baseline survey
7	Study tour
8	Preparation of draft annual restoration plan in each restoration site
9	Workshop and discussion on the above restoration plans
10	Final meeting

The details of each process in the table above have already been documented in the reports. It is recommended to streamline the processes and publicize them so that the experience can be shared with the relevant institutions.

Indicator 2-2. The restoration plans of each site are prepared (Level of Achievement: High)

As mentioned in the previous section, the processes for preparing the restoration plans in each project site were made and the plans were prepared basically in English, Indonesian and Japanese³ in the 2010. The principal contents of the plans are as follows:

Table 11 Major contents of restoration plan

Contents	
1	Target area for restoration in each project site
2	Map and area
3	Methods of restoration, e.g. assisted natural regeneration, enrichment planting, planting
4	Techniques for planting (planting layout, spacing, species)
5	Labour
6	Cost
7	Work schedule

³ Restoration plans for some sites were prepared only in Indonesian and Japanese.

Overall achievement level of Output 2: High

As already mentioned, the processes for preparing the restoration plans were clearly identified and documented, and the restoration plans of degraded land in the model sites were once developed following the identified processes in the 2010. Based on the restoration plans, the restoration designs were developed by the contracted local consultants and the National Expert in each project site in the 2011. However, as the said restoration designs were too general and not practical for actual application, a flow chart of the restoration design was formulated and was provided to each project site for implementation in the 2012. As a result, the Project finally developed the restoration plans for degraded areas in the project sites in a successful manner. Therefore, the overall achievement level of the Output 2 is regarded as '*High*'.

4.3.3. Achievement of Output 3

The Output 3, i.e. "**Restoration activities in the model sites are implemented.**" is designed to be measured by the following objectively verifiable indicators.

- 3-1. Results of the training are recorded.
- 3-2. Final report compiling the result of restoration activities including the restored area is submitted to the ministry.
- 3-3. Restoration model(s) in each site is established.

Indicator 3-1. Results of the training are recorded (Level of Achievement: High)

The training was conducted basically on five topics, i.e. i) baseline survey, ii) study tour, iii) restoration techniques, iv) restoration plant identification and photography, and v) forest fire control in each project site of the five national parks (**Annex 9**). The major target of the training was the staff members of national parks and working group members with supplemental groups such as university students and the Project's staff members. So far, the 19 training courses have been held for the five project sites and a total of 537 people have attended the courses. The details of the trainings which identify the areas for further improvement are well documented in the reports prepared by the contracted local consultants for 2010 and 2011, and by the JICA experts and the Project's national staff members for 2012.

Indicator 3-2. Final report compiling the result of restoration activities including the restored area is submitted to the ministry (Level of Achievement: N/A)

No particular activity related to this indicator has yet been initiated as it is scheduled in the last year of the project life.

Indicator 3-3. Restoration model(s) in each site is established (Level of Achievement: N/A)

No particular activity related to this indicator has yet been initiated as it is scheduled in the last year of the project life.

Overall achievement level of Output 3: High

The achievement for the Indicator 3-1 is judged as ‘*High*’ because various trainings have been conducted as planned and the results were well documented. Since the activities set for the Indicators 3-2 and 3-3 have yet been initiated due to the activity plan or schedule, it is impossible to judge the achievement level at this moment. Therefore, it is reasonably considered that the overall achievement level of the Output 3 is regarded as ‘*High*’.

4.4. Achievement of the project purpose

The project purpose was set as “**Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.**” The following two criteria are listed as objectively verifiable indicators to judge the achievement level of the project purpose.

1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place.
2. Relevant stakeholders are equipped with capacity to develop the restoration activities.

Indicator 1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place (Level of achievement: Relatively High)

The basic approach for restoration guideline formulation was identified as i) Proposing methods & techniques (hypothesis) in the draft guideline, ii) field application of proposed methods and techniques in the five project sites, iii) verification / modification, iv) guideline formulation. Following the basic approach, the Project developed the first draft of the restoration guideline in Japanese language, which covered several restoration designs for trial restoration in the project sites in the latter half of 2011. The version was later translated into Indonesian language, and was modified and reorganized as the second draft in December 2011. The proposed methods and technologies in the guidelines are being verified through trial restoration in the project sites. The monitoring mainly for data collection in the trial restoration areas was once conducted between July and September 2012 and also planned in December 2012. The draft guideline will be improved / revised based on the result of the monitoring and will finally be compiled in the last year of the Project as scheduled. The guideline is to be shared with the Indonesian Government for enhancement of restoration technologies. As the process of the activities is on the right track and the

guideline is likely to be prepared, it is judged that the achievement level for this indicator is '*Relatively High*'.

Indicator 2. Relevant stakeholders are equipped with capacity to develop the restoration activities (Level of achievement: Relatively High)

The C/P of the five target national parks and the working groups are currently fully involved in trial restoration activities. As already stated in '4.3.3. Achievement of Output 3', there have been 19 training courses on the five topics arranged by the Project and a total of 537 people has attended. Although it is rather difficult to assess to what extent the capacity of the relevant stakeholders have been enhanced, there are some signs observed in the field and opinions raised through interviews and questionnaire survey, which indicate capacity had been built. For example, the results of the interviews and questionnaire survey with / to the staff members of the target national parks show the following techniques have been transferred; e.g. baseline survey method, nursery management, plant management, plant experiment, monitoring, tree species identification and photography, forest restoration techniques, ecosystem observation, lake restoration and sediment control, communication with local people, local people facilitation, conflict management, project management, etc. As for the WG members, it can be judged that part of the above mentioned techniques have been learnt; e.g. nursery management, plant management, plant experiment, etc. However, in addition to the these technical aspects, some of the national park office staff very much appreciates the WG members' change in awareness and attitude, as part of capacity, not only towards the Project activities but also rural development by their own. It is, therefore, expected that further capacity development shall last during the course of the Project.

Overall achievement level of the project purpose: Relatively High

Although the Project is just at the middle of its cooperation period of five year, the current situations of the two indicators for the project purpose as well as the performance of the three expected outputs suggest that the approach and implementation of activities are on the right track and the project purpose is predicted to be achieved to a high degree by the end of the project period.

4.5. Implementation process

Related to the implementation process, there are some issues to be considered as important as stated below:

(1) Frequent C/P change

Relatively frequent staff change has been observed both at the HQ and national park offices. The

four Site Managers out of five national parks have been replaced so far. Thus, it is sometimes difficult to ensure continuity of activities, otherwise the relevant stakeholders such as the Project's national staff need to spare huge time to brief on the Project, and moreover capacity development of the C/P is hindered as well.

(2) Efficient utilization of local human resource

This Project is expected to implement a wide variety of activities with the relatively small number of the long-term JICA experts. The Chief Advisor's dispatch period is limited to 10 months per year according to the JICA regulation. For supporting the Project activities, more national staffers are employed than other projects including a National Consultant (retired PHKA official), a National Expert (retired PHKA official), a Technical Assistant, a Field Assistant, a Secretary and a Driver in the Project Office. Moreover, the Field Managers are allocated in each project site to coordinate the activities with the national park offices.

(3) Involvement and communication among the key stakeholders

The Project involves various stakeholders such as the MoF, national park offices, other relevant governmental organizations, relevant universities, private companies, JICA HQ and the JICA Indonesia Office. The JCC and other important meetings such as the Project Meeting were relatively well attended by the key stakeholders. However enhanced communication and dialogues particularly with the relevant section of the HQ of the MoF is required.

(4) Introduction of innovative and adaptive technology for restoration

It is observed that the Project has been actively trying to introduce innovative and adaptive technologies for restoration in each project site. It is important to carefully monitor the effectiveness of applied technologies and to analyze the result in order to confirm the applicability of them to other degraded areas.

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5. Evaluation results

5.1. Relevance

Summary: Relevance is 'High'. The Project is well aligned with the national development policies of Indonesia as well as with the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view.

(1) Consistency with the needs in Indonesia

Indonesia enjoys the world's third largest tropical forest of 123 million ha of which 1.08 million ha per year (2000-2005) had been deforested mainly due to development of forest areas, forest fires and conversion of forest lands to agricultural lands. As the result, the degraded forest area has reached 59 million ha, in other words 48% of the country's total forest area had been degraded. To strengthen restoration activities in national parks which have high priority for restoration can meet the needs of beneficiaries such as national park offices, local communities and visitors.

(2) Relevance to development plans of Indonesia

The Overall Goal and the Project Purpose are well aligned with the national plans of Indonesia. Improvement of natural resources and environmental management is included as one of the eight National Development Missions of the National Development Vision and Mission for 2005-2025. In addition, 'environment and natural disasters' is one of the National Priorities stated in the Mid-term Development Plan for 2010-2014. Furthermore, the Strategic Plan 2010-2014 by PHKA sets a target of 'ensuring ecosystem restoration in four locations of conservation areas'.

(3) Relevance to Japan's ODA policy towards Indonesia

The Overall Goal is consistent with the ODA policies of Japan. According to the 'ODA Charter' issued by the Government of Japan, addressing global issues including 'global warming and environmental problems' is one of the priority issues. Again, the Country Assistance Guideline towards Indonesia (2012) indicates that Japan shall extend its assistance to contribute capacity building on global issues such as environmental conservation and climate change.

(4) Responsiveness to the needs of the target groups

The target groups of the Project are defined as the C/P staff of PHKA, staff and stakeholders (local government, local community, etc.) of the project sites. The Project aims at strengthening capacity of relevant stakeholders for restoration of degraded land in conservation areas. The needs of the target

groups particularly C/P staff of PHKA are also concerned with the capacity building on restoration of degraded land in conservation areas as indicated in the fact that the Indonesian Government issued the Governmental Decree No. 28 entitled as “Management of Nature Protection Area and Nature Conservation Area in May, 2011, which regulate recovery of ecosystems in conservation areas. As for other stakeholders such as the local governments and local communities, the capacity building on restoration of degraded land in conservation areas is also well aligned with their needs as those stakeholders will be benefited from the national parks in future; e.g. through development of ecotourism. Therefore, it can fairly say the Project is well addressing the needs of the different target groups.

5.2. Effectiveness

Summary: Effectiveness is ‘Relatively high’. The project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good.

(1) Prospect of the achievement of the project purpose

The project purpose is “Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened”. As for the institutional aspect of capacity building, the most significant attainment so far is that the Governmental Regulation No. 28 was issued in 2011 which newly regulate natural succession and restoration. For the technical aspect, it is observed that human resources centering on the staff of the Ministry’s HQ and national park offices as well as the local working groups have, to a considerable extent, been developed. Technical transfer and guidance from the Japanese experts, local consultants, and Project’s national staff to the C/P and working groups as well as from the C/P to the working groups have been smoothly conducted. From the financial point of view, the initiative collaborating with the private sector, i.e. Japanese private firms, are going well and further collaboration particularly with the local private sector is expected to be elaborated. The project purpose is expected to be achieved to a high degree by the end of the project period.

(2) Project management system

While the JCC Meeting which is, in principle, held once a year and where important issues are discussed, it is worth noting that the Project Meeting is regularly conducted, on average, three times a year. It is currently the major opportunity for the overall monitoring of the activity performance and implementation process. The both meetings are participated by the C/P (both Ministry’s HQ and

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national parks) and the Project Office staff (JICA experts, national staff and field managers). However, the C/P at the central level has not fully attended in the meetings. Meanwhile, the day-to-day activities in the field are jointly monitored by the C/P and field managers. The JICA experts and national staff members also regularly visit the project sites for the monitoring purpose.

Communication amongst the relevant stakeholders both at the central and field levels is assessed as relatively good, but more active participation of the central level C/P is required.

(3) Contributing and hindering factors to effectiveness

The contributing factor to effectiveness is, firstly, the one related to smooth and effective communication between the Project and its C/P organization, i.e. the MoF. As stated in '4.3.1 Achievement of Output 1', one of the achievement for the Output 1 was that the new Governmental Decree No. 28 in which the concept of 'natural regeneration' and 'restoration' were first mentioned in Indonesia was issued. This was attained because the National Expert, one the national staff at the Project Office, was a member of the committee for discussing the new decree and also the Directorate of Conservation Areas and Protection Forest Development invited the JICA experts to a meeting to formulate the decree.

A flexible approach to the local working groups is considered as the second contributing factor. The Team observed very enthusiastic and active group members in the project sites, particularly in Bromo Tengger Semeru National Park. At the beginning of the support for the communities, the Project was required to cover their allowance as part of incentives so to encourage the locals to involve the process. During the course of the implementation, the approach has been slightly modified to make the group members more self-reliance. The national park offices also have made their best efforts to support the groups, e.g. in a way to cover part of the allowance.

Significant and clear hindering factors to effectiveness have yet been confirmed so far.

5.3. Efficiency

Summary: Efficiency is 'Fair'. The inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. A large scale eruption in Gunung Merapi NP was a hindering factor of efficient implementation of activities.

(1) Provision of inputs

The inputs from Japan, i.e. dispatch of experts, procurement of equipment, financial support, and

training for C/P in Japan, were generally provided as planned except for dispatch of short-term experts. According to the PDM, experts for four fields are supposed to be assigned but no field has been fulfilled. Instead, the Project hired contracted local consultants for 2010 and 2011, and several national staff members. As for the training in Japan, some participants considered the period was rather short but this was due to the arrangement by the Indonesian Government.

Meanwhile, the inputs from the Indonesian side in terms of assignment of C/P were generally provided as planned. However, relatively frequent transfer of the C/P, particularly those who had already attended training courses in Japan and enhanced their capacity, to some extent, influenced efficient implementation of the activities. Furthermore, the delay in disbursement of financial contribution including the counterpart budget due to a registration related problem in the Ministry of Finance has also caused negative effects on the Project.

(2) Contributing and hindering factors to efficiency

A flexible human resource arrangement of the Project Office can be one of the contributing factors in terms of efficiency. As seen in difficulty in dispatch of JICA short-term experts and also limited number of the long-term experts, there was a need to accommodate the expertise for the relevant fields. For the purpose, the Project hires four technical national staff members such as a national expert, a national consultant, a technical assistant and a field assistant. Particularly, both the national expert and consultant are retired officers from the MoF and huge contributions to the Project implementation are clearly confirmed. Thus, it can be reasonably said that the Project is making full use of the local human resources.

As for the hindering factor of efficiency, a large scale eruption occurred in October 2010 in the project site of Gunung Merapi NP and prohibited anyone from entering the trial restoration sites during three to four months, which caused the delay in the planned project activities such as a survey and planning formulation.

5.4. Impact

Summary: Impact is 'Relatively high'. If the following three conditions: i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled, the overall goal will be achieved three to five years from now. Although it is too early to judge about the impacts, there are some obvious positive impacts already emerged particularly in terms of the WG members' awareness. No major negative impact has been observed.

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(1) Prospect of achievement of the overall goal

The overall goal of the Project is set as “Restoration of degraded land contributing to ecosystem health in conservation areas is promoted”. It is presumed that the overall goal will be attained three to five years from the Project’s end in 2015 if the following three conditions will properly be fulfilled, i.e. i) needless to say, the project purpose is achieved, ii) based on the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”, a regulation of the MoF is formulated / regulated, iii) the MoF succeeds in securing institutional, technical and financial sustainability. In order to create such a situation, a favorable financial environment, for example, needs to be prepared through further collaboration with the private sector as well as other sources.

(2) Achieved impact

The Project envisaged that through participation in training and/or activities arranged by the Project, the working group members would be able to develop their capacity towards restoration of forests, degraded lands and/or ecosystems. It was observed and confirmed in the field that the local participants had indeed improved their knowledge and skills on what they learnt. However, it was also pointed out by the relevant stakeholders such as the C/P in national park offices and field managers that the more significant impact was change in their awareness and attitude towards restoration as well as livelihood. In the case of the project site in Bromo Tengger Semeru National Park, the WG members were very much motivated, self-confidence and self-respect after successful removal of floating plants (*Salvinia* sp.) from the lake surface in July 2012 and recently initiated patrolling for forest fire protection, monitoring of floating plants and soil sedimentation. The members are also producing bricks from the soil sedimented in the lake and have already used the bricks for constructing a toilet for tourists and also for developing the dumping ground. The impact, which might be an unintended one, is that the WG members contributed the cost (approx. IDR 1.2 million just for the toilet) for other materials such as cement, iron sheets for roofing, toilet pan. Again they have more ideas to develop an open space in the village into a parking lot for tourists. Meanwhile, in the project site in Manupeu Tanah Daru National Park, the WG members are producing seedlings using techniques learned through the training and getting profit by selling the seedlings.

It can be reasonably judged that the most remarkable unintended positive impact of the Project activities is that, as mentioned earlier in the section of ‘4.3.1 Achievement of Output 1’, the terms / techniques of “natural regeneration” and “restoration” had been newly regulated in the Article 29 of the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. This impact is hoped to further lead to the formulation of a regulation of the MoF.

As for another unintended impact, the Manupeu Tanah Daru National Park office prepared a proposal for new activities, whose major components are cut and carry system (intensive cattle husbandry) and biogas development, to mitigate the occurrence of forest fire and submitted the proposal to the Project Office. This case indicates that the national park office is not only keen to improve the activities but also demonstrating its ownership. This is obviously a good sign to enhance the sustainability of the ongoing activities.

No major unintended negative impact has been observed by the Team.

5.5. Sustainability

Summary: Sustainability is 'Fair'. Policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

(1) Policy and institutional sustainability

As often referred in this report, one of the most significant outcomes of the Project activities was that the terms / techniques of “natural regeneration” and “restoration” were newly regulated in the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. This imply, in other word, the relevant policy or law that further supports the Project activities has been established. Again, the recent policy trend concerning conservation in nature and forests remains favorable for the Project.

Concerning assignment of the C/P, the Project Manager and the heads of national park offices (Site Managers) have been often transferred to other positions within a short period. Meanwhile, their staff members tend to remain at the same positions for relatively a long time.

(2) Technical sustainability

As already pointed out in ‘4.3.3. Achievement of Output 3’ as well as ‘4.4. Achievement of the project purpose’, since the commencement of the Project, huge efforts have been made for attaining capacity building for the relevant stakeholders through trainings, study tours, trial restoration activities in the project sites and so forth. It is believed that the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders even after the Project life. It was also revealed that technical transfer and development inside Indonesia was mostly possible through

introducing advanced techniques and know-how to the trial restoration in the project sites.

Regarding the equipment and machinery provided by JICA, it was confirmed that those have been well maintained mainly by the five national park offices, and is assumed that the condition will be sustained.

(3) Financial sustainability

There are two aspects related to the financial sustainability. The first is the counterpart budget whose disbursement has yet made but that is expected to be made next year. The activities by the C/P at the national park level are, to some extent, limited due to lack of fund for transport and allowances. If the counterpart budget is to be disbursed, not only the sustainability of the Project activities will be enhanced but also further positive impacts will be expected. The second one is the unit cost for plantation. The MoF has been conducting the Program of Forest and Land Rehabilitation (Rehabilitasi Hutan dan Lahan (RHL)) by utilizing the Reforestation Fund since several years ago. In the Five Years Forestry Development Plan, the President provided instruction of rehabilitation as large as 100,000 ha inside the conservation areas every year. However, the standard cost for rehabilitation is very low, only IDR 4 million per ha, whilst IDR 13-15 million per ha is spent for the trial restoration in the project sites. As a result, the survival rate of planted trees under the RHL is averagely quite low due to insufficient maintenance. Considering the above financial situation, it is quite difficult for the MoF to sustain the results of the Project after the cooperation period, assuming the allocated budget remains the same.

The Project has been seeking opportunity to mobilize financial resources from outside and, as the results, it was successfully obtained private funds from PT. Yamaha Musik Indonesia, Sumitomo Forestry Co., Ltd. and Mitsui Sumitomo Insurance Co., Ltd. The three companies started restoration activities in the project sites as a part of their corporate social responsibility (CSR) activities through collaboration with the Project. It is, therefore, essential that the funding from the above private companies will continue their CSR activities with the relevant national park offices even after the Project's end. The MoF is also required to work and cooperate with the Project to mobilize external financial resources including from local private companies, local governments and other organizations.

6. Conclusions

The Project activities are being implemented as planned in the APO in spite of some obstacles. By the end of the Project, it is expected to produce a draft of the restoration guideline that covers necessary aspects (institutional, technical and financial). For this purpose, useful information and data are being accumulated through the trial restoration activities in the project sites for improvement of the restoration technology. Through these exercises, the project is producing satisfactory outcomes and expected to achieve the project purpose.

The Project is highly relevant to the national development policies of Indonesia as well as to the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view. As for effectiveness, the project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good. Regarding efficiency, the inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. The impact of the Project is expected to be high if the following three conditions; i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled. In terms of sustainability of the Project, Indonesian policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

7. Recommendations and lessons learned

7.1. Recommendations addressed to the Project

- 1) It is noted that the Project has prepared the restoration plans for each site and, through this exercise, identified important ten processes for preparing the restoration plans. It is recommended to formulate a guideline in accordance with the identified ten processes and publicize it to share with the relevant institutions.
- 2) The Project developed and held various useful training courses mainly for the staff of national parks and working group members. The results of the training are well compiled and recorded.

The training is well appreciated as part of capacity development for enhancing skills for restoration which contributes to livelihood improvement of local communities. It is recommended that the Project should continue the same or higher level of input for capacity development.

- 3) The Project involves various stakeholders such as the MoF HQ, national park offices, other relevant governmental organizations, relevant universities, private companies, and local communities. In order to achieve the project purpose, the MoF HQ is expected to play a key role to coordinate among the relevant stakeholders. It is recommended that communication and dialogues between the MoF HQ and other stakeholders should be enhanced.
- 4) It is observed that the capacity of the staff in five national parks and the WG members is being enhanced through the participation in the Project activities. It is recommended that PHKA should formulate the strategy for capacity development of the entire organization based on the experience obtained through the Project activities and that the “Restoration Guidelines” should include the important elements for capacity development.
- 5) Although the project is developing site-specific restoration techniques such as assisted natural regeneration, enrichment planting, and planting patterns (line planting, spot planting, random planting), there are common elements which can be applicable to other degraded areas under the similar conditions. Therefore, it is recommended that the draft of Restoration Guideline to be developed by the Project should include such elements for wider application to other national parks.
- 6) It is recommended to change the contents of the PDM as follows:
 - The term “model sites” should be changed to the “project sites” because, in general, the “model” means something which is established as a result of trials. Since the Project is still in the process of establishing the model, therefore, it is appropriate to use the term of the “project sites”.
 - For the same reason, the term “demonstration activities” should be also changed to the “trial restoration activities”.

The proposed modification is indicated in the attached PDM (**Annex 2**).

7.2. Recommendations addressed to the MoF

- 1) The Project conducted the review and analysis of the relevant laws, regulations and guidelines, and made a proposal on the new concept of “Restoration” to the C/P. As a result, “Natural Regeneration” and “Restoration” were newly regulated in the Article 29 of the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation



Areas". In order to accelerate restoration activities in the country, it is recommended that a Forestry Minister's decree should be formulated as earlier as possible.

- 2) The Project is making good efforts in collaborating with the private sector to introduce external financial resources for restoration. In order to secure sustainability of restoration activities, it is recommended that the MoF should strengthen its effort to mobilize finance from various sources.
- 3) It is observed that the delay in allocating counterpart budget has caused some negative effects in implementing the Project activities. It is recommended that the MoF should make further efforts to secure the appropriate amount of the counterpart budget.

Annex 1 Schedule of the midterm review

Date	Day	Time	Content	Venue	Lodging
9/16	Sun		Transfer (Narita to Jakarta) (Consultant Mr. Fukuyama)	Plane	Jakarta
9/17	Mon	AM	Meeting w/ Project, Courtesy call to MoF (Project Director, Project Manager)	Project Office, MoF	Jakarta
		PM	Interview with JICA experts	Project Office	
9/18	Tue	AM	Interview with P/J national staff	Project Office	Jakarta
		PM	Interview with JICA experts	Project Office	
9/19	Wed	AM	Interview with C/P (Project Manager, staff)	MoF	Jakarta
		PM	Report preparation	Project Office	
9/20	Thu	AM	Transfer (Jakarta to Malang)	—	Malang
		PM	Courtesy call on The Head of National Park and Interview to Local Counter Parts	Malang	
9/21	Fri		Visit to Trial Restoration Site in Bromo Tengger Semeru National Park	Bromo Tengger Semeru NP	Malang
9/22	Sat		Transfer (Malang to Jakarta)	—	Jakarta
9/23	Sun		Transfer (Narita to Jakarta) (JICA Mission)	—	Jakarta
9/24	Mon	AM	Courtesy call on JICA Indonesia Office	JICA Indonesia Office	Jakarta
		PM	Meeting with Indonesian Midterm Team, Courtesy call to MoF (Project Manager)	Project Office, MoF	
9/25	Tue	AM	Interview with JICA experts	Project Office	Jakarta
		PM	Interview with P/J national staff	Project Office	
9/26	Wed	AM	Meeting with Indonesian Review Team	Project Office	Jakarta
		PM	Meeting with Indonesian Review Team	Project Office	
9/27	Thu	AM	Transfer (Jakarta to Denpasar)	—	Sumba Is. (Waikabubak)
		PM	Transfer (Denpasar to Sumba Island, Tambolaka), Courtesy call on Head of NP Office, Interview with C/P and Field Manager	Manupeu Tanah Daru NP Office	
9/28	Fri	AM	Visit to Trial Restoration Site in Manupeu Tanah Daru National Park	Manupeu Tanah Daru NP	Sumba Is. (Waikabubak)
		PM	Meeting with WG members, Field Manager	Manupeu Tanah Daru NP	
9/29	Sat		Transfer (Sumba Island to Jakarta)	—	Jakarta
9/30	Sun		Report preparation	—	Jakarta
10/1	Mon	AM	Interview with PT. Yamaha Musik Indonesia	Yamaha Musik	Jakarta
		PM	Report preparation, Courtesy to Int'l Cooperation Agency, MoF	MoF	Jakarta
10/2	Tue		Meeting with Indonesian Review Team on report preparation	Project Office	Jakarta
10/3	Wed		Meeting with DG Internal Meeting by both Evaluation Team Making Draft M/M	Project Office	Jakarta
10/4	Thu		M/M signing		Jakarta
10/5	Fri		(Report to Japanese Embassy and JICA) (JICA Mission)	Japanese Embassy, JICA Indonesia Office	Jakarta
10/6	Sat		Transfer (Jakarta to Narita) (JICA Mission)	—	

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Annex 2 Project Design Matrix (PDM)

Project title: Project on Capacity Building for Restoration of Ecosystems in Conservation Areas
 Project period: 15 March 2010 to 14 March 2015
 Executing agency: Directorate General of Forest Protection and Nature Conservation,
 Ministry of Forestry

Target area: Jakarta (PHKA), the model sites (national parks)
 Target group: Counterpart staffs of PHKA, Staffs and stakeholders
 (local government, local community, etc.) of the **project** sites

PDM version:
 Date:

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.	1. Restoration plan(s) of other national parks reflecting the result of the project are prepared. 2. Restoration activities reflecting the result of the project are initiated in other national parks.	1. Restoration plan(s) of other national parks 2. Tracking survey 3. Questionnaire to the project stakeholders	Additional financial and resources are mobilized
Project Purpose			
Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.	1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place. 2. Relevant stakeholders are equipped with capacity to develop the restoration activities.	1.1 Draft of Restoration Guideline 1.2a Questionnaire and/or interview to JICA experts and Indonesian stakeholders 1.2b Records of JCC meetings and workshops	The Ministry of Forestry continues to give high priority to land restoration of conservation areas in its policy.
Outputs			
1 Institutional framework for restoration of degraded land in conservation areas is enhanced.	1.1 Recommendations to streamline governmental rules, regulations and guidelines are prepared. 1.2 Recommendations to improve technical guidelines are prepared. 1.3 Recommendations to develop strategy for mobilizing financial resources for restoration are prepared.	1.1 Recommendation report 1.2 Recommendation report 1.3 Recommendation report	No major land use conflicts exist at the areas to be restored by the project
2 Restoration plans [of degraded land] in the project sites are developed.	2.1 Processes of making restoration plan are documented. 2.2 The restoration plans of each site are prepared.	2.1 Document of the planning process 2.2 Restoration plan	
3 Restoration activities in the project sites are implemented.	3.1 Results of the training are recorded. 3.2 Final report compiling the result of restoration activities including the restored area is submitted to the ministry. 3.3 Restoration model(s) in each site is established.	2.1 Training reports 2.2 Project reports 2.3 Ground check	

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Activities	Inputs	
	Japanese side	Indonesian side
0-1 Finalize the selection of national parks as the project site of the project. 0-2 Monitor and evaluate progress of the project activities. 0-3 Review both PDM and PO, and revise them, as needed, upon the approval from JCC. 0-4 Share the project outputs with concerned Indonesian officials and donors by holding meeting(s)/workshop(s). 1-1 Review governmental rules, regulations and guidelines relevant to restoration of degraded land to identify conflicts, gaps and overlaps among them. 1-2 Identify useful technologies for restoration including those developed with JICA's assistance. 1-3 Review the existing technical guidelines relevant to restoration. 1-4 Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration. 1-5 Prepare a draft of restoration guideline. 2-1 Form working group(s) at each project site to plan and implement the trial restoration activities. 2-2 Identify the target area for restoration in each project site. 2-3 Review current restoration plans. 2-4 Conduct workshop(s) attended by stakeholders to prepare draft restoration plans for the project sites. 2-5 Review the restoration plans as needed. 3-1 Conduct training for restoration. 3-2 Implement the trial restoration activities for restoration at each project site. 3-3 Monitor, evaluate and review the trial restoration activities.	<u>Japanese experts (long-term)</u> - Chief advisor - Project Coordinator / Land Restoration <u>Japanese experts (short-term)</u> - Forest ecology - Remote sensing - Reforestation / Afforestation - Biodiversity conservation / Monitoring - Others <u>Machinery and equipment</u> - Vehicle(s) - Motor boat(s) - PC(s) - Others <u>Training</u> - Training in Japan or third country <u>Project budget</u>	<u>Counterpart</u> - Project director - Project manager - Site manager - PHKA officers - Staffs of the national parks as project site <u>Facility, machinery and equipment</u> - Project office, meeting room, necessary machinery and equipment <u>Project counterpart budget</u>

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Note: The parts with red-color fonts demote the proposed modification from the previous version.

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Annex 3 Annual Plan of Operations (APO)

	2010			2011			2012			2013			2014			2015									
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
0-1. Finalize the selection of national parks as the model site of the project																									
(1) Visit the model site national parks.																									
a. Interview staff of both national parks.																									
b. Conduct field observation inside national parks.																									
c. Collect related documents.																									
(2) Finalize the selection of model sites through discussion in Joint Coordinating Committee (JCC) and other meetings.																									
a. Hold a Project Meeting for a consensus.																									
b. Hold JCC Meeting for final decision.																									
0-2. Monitor and evaluate progress of the project activities.																									
(1) Make documents and reports on project activities including field trips, meetings and progress of other activities.																									
(2) Hold JCC Meetings at least once a year.																									
(3) Hold Project Meetings once every three months for reviewing the project achievement and discussing the next steps.																									
0-3. Review both PDM and PO, and revise them, as needed, upon the approval from JCC																									
(1) Submit a proposal of revision on PDM/PO to a Project Meeting for a consensus.																									
(2) Submit the proposal agreed by the above Project Meeting to a JCC Meeting for approval.																									
0-4. Share the project outputs with concerned Indonesian officials and donors by holding workshop(s)/seminar(s)																									
(1) Hold workshop(s)/seminar(s) inviting JCC members, NGO, private sectors and other donors to discuss project outputs and exchange related information.																									
(2) Hold working groups' workshop(s) at Jakarta for sharing experiences and lesson learned.																									
(3) Conduct public relations activities.																									

Planning 
 Realization 

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	2010				2011				2012				2013				2014				2015														
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
Output 1: Institutional framework for restoration of degraded land in conservation area is enhanced.																																			
1-1. Review governmental rules and regulations relevant to restoration of degraded land and identify conflicts, gaps and overlaps among them.																																			
(1) Review governmental rules and regulations including Peraturan Pemerintah No. 76/2008, Keputusan Menteri Kehutanan No. 8205/2002 and Peraturan DJ PHKA No. SK 862/007																																			
a Gather relevant governmental rules and regulations																																			
b Share basic understanding on weaknesses and constraints in the above governmental rules and regulations through discussion inside the project.																																			
(2) Conduct survey on the perception and requirement of stakeholders of model sites toward the above governmental rules and regulations																																			
a Interview national park staffs and check the basic documents including parks borders, zoning, management plans and rehabilitation/restoration plans																																			
b Interview other stakeholders including staff of local governments, NGO, and local people																																			
c Conduct site observation related to legal matters identified through above a and b																																			
(3) Prepare/present recommendation papers for improving above governmental rules and regulations on restoration activities																																			
a Prepare recommendation papers for improving governmental rules and regulations.																																			
b Make presentation on the above recommendation papers in project meetings, JCC meetings, workshops/seminars and other occasions.																																			
1-2. Identify useful technologies for restoration including those developed with JICA's assistance.																																			
(1) Collect and analyze the reports of former projects with JICA's assistance to identify useful technologies																																			
(2) Hold meeting with stakeholders of former projects with JICA's assistance to obtain detailed information on useful technologies																																			
(3) Examine the specific technologies useful to restoration activities in model sites through field visit																																			
(4) Confirm the applicability of the above technologies through discussion with local consultants mentioned in 2-0																																			
1-3. Review the existing technical guidelines relevant to restoration.																																			
(1) Review the existing technical guidelines including Permenhut P. 70/2008 and Permenhut P. 32/2009																																			
a Gather existing technical guidelines																																			
b Share basic understanding on weaknesses and constraints in the above technical guidelines through discussion inside the project.																																			
(2) Identify weaknesses and constraints in the above technical guidelines in consideration (feedback) of the results of restoration activities in model sites.																																			
a Identify the technical problems based on the data analysis on the result of model site activities in collaboration with project members in the model sites																																			
(3) Prepare/present recommendation papers for improving technical guidelines based on the above (1) and (2)																																			
a Prepare recommendation papers for improving technical guidelines.																																			
b Make presentation of the above recommendation papers in project meetings, JCC meetings, Workshops/seminars and other occasions																																			
1-4. Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration.																																			
(1) Gather information on potential financial resources and study funding mechanisms																																			
a Study the process/criteria on budget allocation and funding mechanism through documents and interview																																			
b Study several examples funded by various types of fundings through site visit and interview																																			
(2) Search for possible financial resources from private sector and establish a partnership																																			
a Introduce model site activities of the project to the potential private companies and involve them in restoration activities																																			
(3) Prepare/present recommendation papers for securing financial resources and expanding funding opportunities.																																			
a Prepare recommendation papers for securing financial resources and expanding funding opportunity																																			
b Make presentation of the above recommendation papers in project meetings, JCC meetings, Workshops/seminars and other occasions.																																			
1-5 Prepare a draft of restoration guideline																																			
(1) Prepare a draft of restoration guideline from the point of view of rules and regulations, technologies and finance, based on the recommendation papers mentioned in 1-1 (4), 1-3 (3) and 1-4 (4) above as well as model site activities mentioned in the following 2-1 to 3-4																																			

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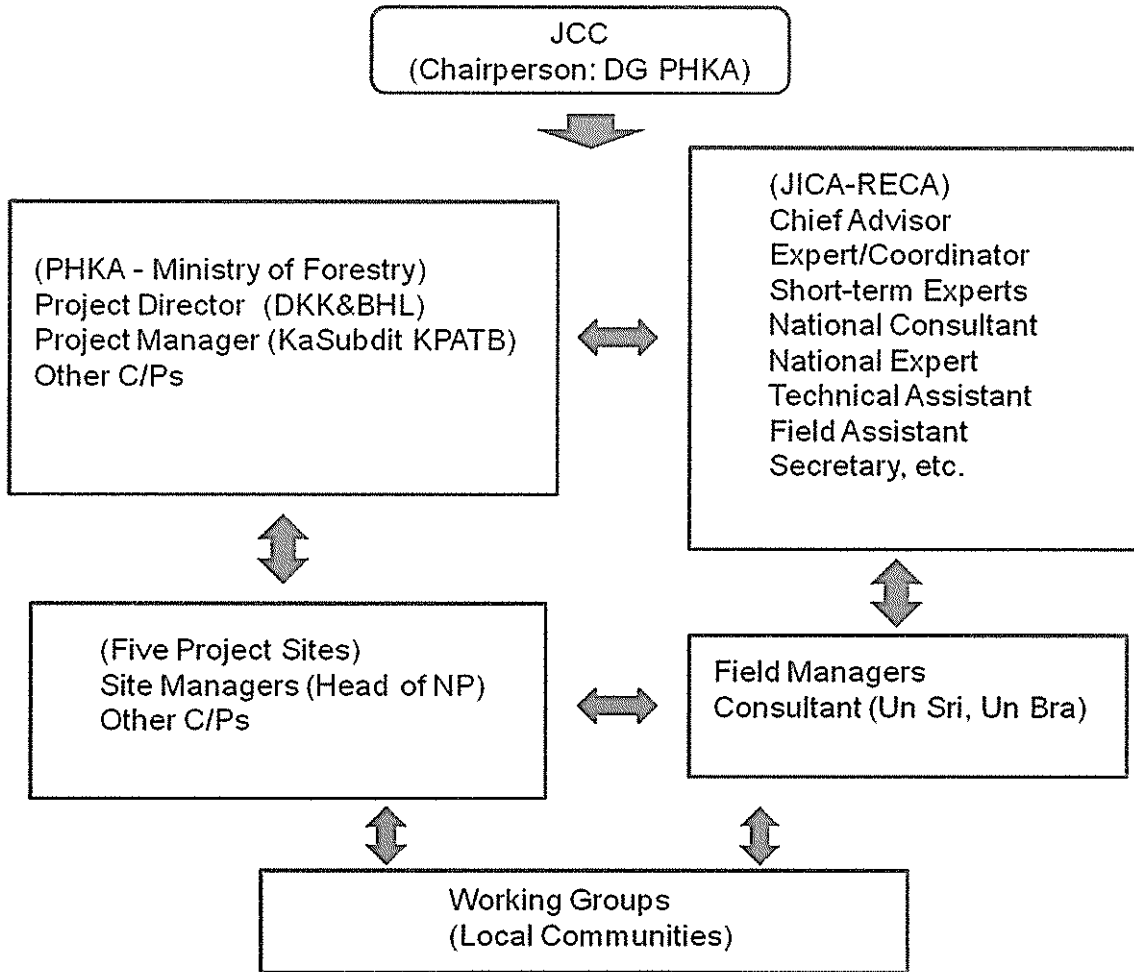
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	2010			2011			2012			2013			2014			2015									
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
Output 3: Restoration activities in the model site are implemented.																									
3-1 Conduct training for restoration including forest fire prevention to working group members.																									
(1) Establish several training courses for working group in model sites or utilizing existing training courses.																									
a. Design training courses.																									
b. Prepare resources for training courses including instructors and material.																									
(2) Conduct training at model sites.																									
a. Conduct training at model sites.																									
c. Conduct study tour																									
(3) Make training reports.																									
3-2 Implement the restoration activities at model sites.																									
(1) Implement the restoration activities in model sites based on the restoration plans.																									
a. Acceleration of natural regeneration process.																									
b. Production of seedlings at nurseries and/or collection of wild seedlings from natural stands.																									
c. Planting of seedlings at the target areas.																									
d. Maintenance and protection of the restored target areas.																									
3-3 Monitor, evaluate and review the restoration activities.																									
(1) Make periodical reports on monitoring and evaluation of restoration activities.																									
(2) Make the final report compiling the result of restoration activities.																									
4 Joint Coordinating Committee (JCC) Meeting.																									
5 Joint Mid-term Evaluation.																									
6. Joint Final Evaluation.																									

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Annex 4 Implementation structure



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Annex 5 Evaluation Grid

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
Performance	Planned inputs	Have the Japanese JICA experts dispatched as planned?	—	● Records on Japanese JICA experts (Field, number, period, timing)	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, C/P training related reports, etc. ● C/P, JICA experts	Literature review, interview, site visit (facilities such as office), etc.
		Have the equipment and machinery provided as planned?	—	● Records on procurement of equipment and machinery (type, quantity, amount, purpose)		
		Have the physical facilities provided as planned?	—	● Records on facilities (type, quantity, amount, purpose)		
		Has the counterpart training conducted as planned?	—	● C/P training record (position, number, period, subjects)		
		Have the budgets to cover operational costs allotted as planned?	—	● Activity cost record (budget, expenditure, contents)		
		Project management and supporting system	—	● Project organisation / Organisational chart, supporting system		
	Inputs by recipient government	—	● C/P allocation record (position, field, number, period, full time / part time) ● Provision of facilities such as office(s) ● Local cost record			
	Prospect of producing the outputs	1. Institutional framework for restoration of degraded land in conservation areas is enhanced. 2. Restoration plans of degraded land in the model sites are developed. 3. Restoration activities in the model sites are implemented.	—	● Data / information for indicators ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
	Prospect of achieving the project purpose	'Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened'.	—	● Data / information for indicators ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
Implementation process	Scheduled activity implementation	Have the activities been timely implemented?	—	● Outcomes, Activity achievement ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
		Has there been any change in the activities and schedule of implementation from the original PO?				
	Technology transfer	Has the technical transfer been properly made?	—	● Records on technology transfer ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, C/P training related reports ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
		Has the methods of the technology transfer been appropriate?				
	Any problem related to	Have the Project activities been properly	—	● Achievement of monitoring, Agenda	● Midterm Review Self Evaluation Table.	Literature review,

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Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	the management of the Project	monitored? (Has the monitoring system been appropriate? How the PDM and PO are utilized? Has the supporting system of the Project been functional?)		and contents of regular meetings / JCC meetings ● Opinions of stakeholders	Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	questionnaire survey, interview, site visit, etc.
		Has the decision making mechanism of the Project been functional?	--	● Opinions of stakeholders ● Opinions of target groups	● C/P, JICA experts, JICA Head Office & Indonesia Office ● Target group members	Interview
		Has the communication among the JICA HQ, JICA country Office, the implementing agencies and the Project been smooth?	--	● Opinions of stakeholders	● C/P, JICA experts, JICA Head Office & Indonesia Office	Interview
		Has the communication among the Project personnel been smooth?	--	● Opinions of stakeholders ● Opinions of target groups	● C/P, JICA experts, JICA Head Office & Indonesia Office ● Target group members	Interview
	Commitment and awareness of the implementing agencies and target groups	Ownership of the implementing agencies has been appropriate? (participation to the activities, allocation of counterpart budget and C/P)	--	● Record on inputs by recipient government ● C/P allocation record ● Opinions of target groups ● Opinions of stakeholders	● Midterm Review Self Evaluation Table ● List of C/P allocation ● Target group members ● C/P, JICA experts	Literature review, questionnaire survey, interview, etc.
		Functions in overall planning, implementation, monitoring and co-ordination have been appropriate?				
	Collaboration with the stakeholders and co-operation with other aid agencies	Relation (collaboration or demarcation) with other relevant organisations and donors has been appropriate?	--	● Information / record on collaboration and co-operation ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
Others	Problems raised during the implementation process and their causes	--	● Information on project activities ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	Interview	
Relevance	Consistency with development policies of the recipient country	Are the 'Overall goal' and 'Project purpose' still consistent with the development plans of Indonesian Government?	Confirmation of details of development plan(s) and priority	● National and regional development policy, policy and plan of relevant sector (forestry) ● Information from stakeholders	● C/P organisation (Forestry Ministry) ● C/P, JICA experts, JICA Head Office & Indonesia Office	Literature review, interview
	Consistency with the Japan's foreign assistance policy for the recipient country	Is the Project priority in the Japan's foreign assistance policy and JICA's country programs?	Comparison in assistance policy between the beginning of the Project and present	● Information and documents at the ex-ante evaluation ● Relevant documents on assistance for Indonesia by Japanese Government and JICA ● Information from stakeholders	● Ex-ante Evaluation Report ● Japan's Foreign Assistance Policy, JICA's Country Assistance Program ● JICA Indonesia Office	Literature review, interview
	Consistency with the needs of the target area	Are the Project purpose and contents of the project consistent with the needs of the target	Degree of consistency with the needs	● Response to requests or needs by the target group	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting	Literature review, interview,

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
		area/community and groups?		<ul style="list-style-type: none"> ● Opinions of target groups ● Opinions of stakeholders 	proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. <ul style="list-style-type: none"> ● Target group members ● C/P, JICA experts 	
	Appropriateness of the target group selection	Is the selection of target groups (beneficiaries) appropriate?	Appropriateness of size and characteristics of the target group	<ul style="list-style-type: none"> ● Opinions of target groups ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Target group members ● C/P, JICA experts 	Interview
	Advantage of Japan's technologies / experiences	Are there effectiveness and/or technical know-how that Japan can extend?	Comparison with similar services provided in Indonesia	<ul style="list-style-type: none"> ● Past achievement and experience, and supremacy of assistance in the sector by the Japanese Government Supremacy ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview
	Changes in the environment of the Project	Has there been any changes in the biophysical, socio-economic, political and other conditions assumed prior to the commencement of the Project?	Comparison with the situation at the ex-ante evaluation	<ul style="list-style-type: none"> ● Information and documents at the ex-ante evaluation ● Contents of relevant reports and discussions at meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview
	Adequateness of the project planning	Were the implementation plan and approach adequate? (including logicity of PDM)	Confirmation of progress	<ul style="list-style-type: none"> ● Information and documents at the ex-ante evaluation ● Contents of relevant reports and discussions at meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report, R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview
Effectiveness (prospect)	Prospect of achieving the Project purpose	Is the prospect of achieving the Project purpose considered to be high comparing the achievement of inputs and outputs, and the progress of activities	Comparison with the data / information for indicators	<ul style="list-style-type: none"> ● Data / information for indicators ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, questionnaire survey, interview, site visit, etc.
	Appropriateness of setting the outputs to achieve the Project purpose	Are the outputs necessary conditions of achieving the project purpose	Comparison with the data / information for indicators	<ul style="list-style-type: none"> ● Data / information for indicators ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, questionnaire survey, interview, site visit, etc.
	Promoting and hindering factors to the achievement of the project purpose	What are the promoting factors to the achievement of the project purpose?	Influence of the promoting factors on the achievement of the project purpose	<ul style="list-style-type: none"> ● Contents of relevant reports and discussions at meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, questionnaire survey, interview
		What are the hindering factors to the achievement of the project purpose?	Influence of the hindering factors on the achievement of the project purpose			
Influence of external factors (important	Have the external factors (important assumptions) been fulfilled? How have the	The project's reaction to the external factors	<ul style="list-style-type: none"> ● Information on external factors (Contents of relevant reports and 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting 	Literature review, interview	

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Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	assumptions) on the achievement of the project purpose	external factors (important assumptions) influenced the achievement of the project purpose? How has the project coped with the factors?		<ul style="list-style-type: none"> discussions at meetings) ● Opinions of stakeholders 	<ul style="list-style-type: none"> proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	
Efficiency	Appropriateness of the inputs to produce the outputs	Have the timing, number, duration and fields of Japanese JICA experts dispatched been appropriate?	Confirmation of inputs made and judgment of their appropriateness, comparison in plan and achievement	<ul style="list-style-type: none"> ● Records on Japanese JICA experts (Field, number, period, timing, capacity) ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, interview, site visit (facilities such as office), etc.
		Have the timing, volume and specification of provision of equipment been appropriate?		<ul style="list-style-type: none"> ● Records on procurement of equipment and machinery (type, quantity, amount, purpose) ● Maintenance and management of provided equipment ● Opinions of stakeholders 		
		Were the physical facilities supported by JICA sufficient to implement the Project activities?		<ul style="list-style-type: none"> ● Records on facilities (type, quantity, amount, purpose) ● Maintenance and management of provided facilities ● Opinions of stakeholders 		
		Have the timing, duration, contents of counterpart training been appropriate?		<ul style="list-style-type: none"> ● C/P training record (position, number, period, subjects) ● Current situation of training participants (position, roles in the Project) ● Opinions of stakeholders 		
		Have the timing, amount and purpose of budget provided by JICA been appropriate?		<ul style="list-style-type: none"> ● Activity cost record (budget, expenditure, contents) ● Opinions of stakeholders 		
		Have the timing, number, duration and fields of counterpart personnel (C/P) been appropriate?		<ul style="list-style-type: none"> ● C/P allocation record (position, field, number, period, full time / part time) ● Opinions of stakeholders 		
		Were the physical facilities provided by the Indonesian side sufficient to implement the Project activities?		<ul style="list-style-type: none"> ● Records on facilities (type, quantity, amount, purpose) ● Maintenance and management of provided facilities ● Opinions of stakeholders 		
		Have the timing, amount and purpose of local budget provided by the Indonesian side been appropriate?		<ul style="list-style-type: none"> ● Activity cost record (budget, expenditure, contents) ● Opinions of stakeholders 		
Appropriateness of the outputs in relation to the planned inputs	—	Confirmation and comparison of inputs and outputs	<ul style="list-style-type: none"> ● Data / information on inputs ● Achievement of outputs ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, interview	

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Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	Factors contributing or hindering to the efficiency of the Project	Have there been any factors contributing to the efficiency of the Project?	Influence of the promoting factors on efficiency	● Data / information on project activities	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview
		Have there been any factors hindering to the efficiency of the Project?	Influence of the hindering factors on efficiency	● Opinions of stakeholders		
	Outcomes by collaboration with the other JICA projects and co-operation with other organisations	—	Influence of the outcomes that affect the outputs	● Data / information on outputs ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
	Appropriateness of the project management	Have the inputs been properly managed towards achievement of the project purpose?	Conduct of regular meetings and JCC meetings and issues determined	● Information on regular meetings / JCC meetings	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Has the Joint Coordinating Committee (JCC) been functional?	Positioning of JCC and contents of JCC meetings	● Opinions of stakeholders		
Changes and influence in important assumptions from the activities to outputs	Have the important assumptions been fulfilled? What influences were made by the important assumptions? If there were any changes, any appropriate responses were made?	Relations between the project and external factors	● Information on external factors (Contents of relevant reports and discussions at meetings) ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	Literature review, interview	
Impact (prospect)	Prospect of achieving the overall goal	Is the overall goal achieved as the result of the project?	Comparison with the data / information for indicators	● Data / information on outputs ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Can achievement of the overall goal impact development plans / policies of the Indonesia Government?	—	● Opinions of stakeholders	● C/P, JICA experts	Interview
		Are the overall goal and project purpose still consistent?	—	● Opinions of stakeholders	● C/P, JICA experts	Interview
	Effects of the project implementation and unintended effects	Are there any policy, technical, cultural and social impacts?	Comparison with the conditions before the Project commencement	● Data / information on project activities	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts ● Target group members	Literature review, questionnaire survey, interview
		Have there been unintended effects (both positive and negative) the project has brought about	Comparison with the conditions before the Project commencement	● Opinions of stakeholders ● Opinions of target groups		
	Changes and influence in important assumptions from the project purpose to overall goal	Have the important assumptions been fulfilled? What influences were made by the important assumptions? If there were any changes, any appropriate responses were made?	Relations between the project and external factors	● Information on external factors (Contents of relevant reports and discussions at meetings) ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	Literature review, interview
Sustain ability (prospec t)	Policy and system	C/P's position in terms of national and regional policies	Confirmation of the current conditions and future prospects	● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual	Literature review, interview
		Have the relevant policies and laws established				

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Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
		or will be established?			reports, JICA experts' reports, etc. ● C/P, JICA experts	
Institutional sustainability		C/P's assignment of counterpart personnel		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		C/P's direction in future				
		C/P's management and decision-making system				
		Project management				
Financial sustainability		C/P's budget for the project		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Transparency of C/P's finance				
Technical sustainability		C/Ps' technical skills		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Operation and maintenance of equipment and machinery				
		Mechanism of technical extension				
		Information management				
Social, cultural and environmental sustainability		Are there any negative influences on sustainability because of lack of consideration to women, the poor, and the socially vulnerable groups?		● Opinions of stakeholders	● C/P, JICA experts	Interview
		Are there any negative influences on sustainability because of lack of consideration to environment?				
Other sustainability		Are there any other factors hindering sustainability?		● Current situation ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview

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Annex 6 List of C/P trained in Japan

	Name	Position/Organization at the time of training	Training period	Title of training course	Remarks (Position/organization at the time of midterm review)
1	Mr. Sonny Partono	Director of Conservation Areas, PHKA	2010/10/30 – 2010/11/6	Forest management and nature conservation	Investigation Inspector, Ministry of Forestry
2	Ms. Yeti Suryati	Section chief, Directorate of Conservation Areas	2010/10/30 – 2010/11/6	Forest management and nature conservation	Section Chief, Wetland Conservation Ecosystem Essential
3	Ir. Gatot Soebiantoro	Deputy Director of Protected Area and Game Park	2011/10/11 – 2011/10/18	Forest management and nature conservation	Head of Sub-Directorate, Nature Conservation Area and Game Park
4	Mr. Sutrisno Sujamat	Head, Bromo Tengger Semeru National Park	2011/10/11 – 2011/10/18	Forest management and nature conservation	Special staff for Director General of Forest Protection and Nature Conservation
5	Mr. Fred Kurung	Head, Gunung Ciremai National Park	2011/10/11 – 2011/10/20	Forest management and nature conservation	Head, Karimun Jawa National Park
6	Mr. Yusak Mangeten	Staff, Directorate of Conservation Areas	2010/11/15 – 2010/12/04	Promotion of SATOYAMA	Section Chief, Poso Area at Lorelindu National Park
7	Mr. Asep Nia Kurnia	Staff, Gunung Merapi National Park, Implementing the controlling forest ecosystem	2011/10/10 – 2011/11/12	Promotion of SATOYAMA	Staff, Gunung Merapi National Park
8	Mr. Toni Artaka, S. Hut	Staff, Bromo Tengger Semeru National Park	2012/08/26 – 2012/09/29	Sustainable Natural Resources Management through Japanese System of Natural Park	Staff, Bromo Tengger Semeru National Park

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Annex 7 List of machinery and equipment provided by the Japanese side

A. Procured by machinery and equipment cost

*1 Use: A-Frequently (almost ever day), B-Sometimes (1-3 a week), C-Use concentrated on particular period, D-Rarely (1-3 times a year), E- No use due to particular reasons
 *2 Mgt: A- Always possible to use with sufficient maintenance, B-Almost no problem in use, C-Possible to use if repaired, D-Difficult to use

JFY	No	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (*1)	Mgt (*2)	# of disposed expt	# of available expt	Relevant major ac- tivity # of	Remarks
2011	1	Power Sprayer Pump	SACHIN SC 45	3	2,145,000	7,245,000	SC 45	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	2	Engine for Power Sprayer Pump	HONDA GX270	3	4,571,300	13,713,900	GX270	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	3	Metal Frame	Local Made	3	402,500	1,207,500	Local Made	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	4	Electric Generator	HONDA Elemax	3	8,625,000	25,875,000	SHX-1000 Type G	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	5	Elastic Rubber Hose	MILLIARD	9	644,000	5,796,000	Hiprex Seagull 1/2m-100m/roll	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	6	Motorcycle	KAWASAKI/ Trail	2	27,266,500	54,533,000	KLX-150	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	A	A				
2011	7	Plastic Tent for Waer Pond	A5 Plastic Sheet	10	1,092,500	10,925,000	A5 Plastic 10x10m	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	8	Water Tank	PENGUIN	6	1,207,500	7,245,000	TB110 , Cap 1050L	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	9	Jerry Can	MD 20	6	51,750	310,500	MD 20	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	10	Tent	EIGER	3	1,138,500	3,415,500	E-105 Ambush	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	11	Safety Glove	ARGON	30	31,650	945,500	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	12	Backpack Pump	FEDCO Indian	20	345,000	6,900,000	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	13	Spotlight	Recharge Spotlight	4	828,650	3,314,600	221180 RL	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	14	Safety Boots	Safety PVC 42	30	250,900	7,527,000	265072-PVC 42	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	15	Worklight	Twin Head Work	4	538,775	2,155,100	208997	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	16	Flapper	Local Made	15	172,500	2,587,500	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 29,2011	C	A				
2011	17	Car	HILUX Double Cabin	1	345,520,000	345,520,000	4x4 Type G MT	Gunung Merapi NP	Ir. Kuspriyadi	Gunung Merapi NP	local	2011/3/8	April 28,2011	C	A				
2011	18	Motorcycle	KAWASAKI/ Trail	2	26,795,000	53,590,000	KLX-150	Gunung Merapi NP	Ir. Kuspriyadi	Gunung Merapi NP	local	2011/3/8	April 28,2011	A	A				
2011	19	Car	HILUX Double Cabin	1	347,688,700	347,688,700	4x4 Type G MT	Gunung Ciremai NP	Ir. Kurung	Gunung Ciremai NP	local	2011/3/8	April 04,2011	A	A				
2011	20	Motorcycle	KAWASAKI/ Trail	2	26,220,000	52,440,000	KLX-150	Gunung Ciremai NP	Ir. Kurung	Gunung Ciremai NP	local	2011/3/8	April 04,2011	A	A				
2011	21	Car	HILUX Double Cabin	1	421,935,000	421,935,000	4x4 Type G MT	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	A	A				
2011	22	Motorcycle	KAWASAKI/ Trail	1	28,416,500	28,416,500	KLX-150	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	A	A				
2011	23	Back Pack Pump	FEDCO Indian	5	345,000	1,725,000	None	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	C	A				
2011	24	Speedboat & Engine	Fiberglass Reinforce Plastic, Patrol Boat & Yamaha 2x40 HP	1	276,000,000	276,000,000	Yamaha 2x40HP	Sembilang NP	Ir. Talang	Sembilang NP	local	2011/3/8	April 15,2011	B	B				
Total					1,522,232,225	1,681,011,300													

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B. Procured by local cost (1)

*1 Use: A-Frequently (almost ever day), B-Sometimes (1-3 a week), C-Use concentrated on particular period, D-Rarely (1-3 times a year), E- No use due to particular reasons
 *2 Mgt: A: Always possible to use with sufficient maintenance, B-Almost no problem in use, C-Possible to use if repaired, D-Difficult to use

JFY	No.	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (*1)	Mgt. (*2)	# of disposed eqpt	# of available eqpt	Relevant major ac- tivity # of	Remarks
2010	1	Notebook	ACER Aspire 4740	2	6,225	12,450	332G32 MN	JICARECA	Shin Morisaki	JICARECA	local	2010/4/6	April 4,2010	A	A				
2010	2	LCD Projector	NEC TRUE XGA	1	7,000	7,000	NP 215	JICARECA	Shin Morisaki	JICARECA	local	2010/4/6	April 4,2010	A	A				
2010	3	Software	Adobe Photoshop	1	6,600	6,600	CSS & 12	JICARECA	Shin Morisaki	JICARECA	local	2010/6/15	April 15,2010	A	A				
2010	4	Notebook	ACER AS 4741	1	6,400	6,400	332G32 MN	JICARECA	Shin Morisaki	JICARECA	local	2010/6/23	June 23,2011	A	A				
2010	5	Video camera	SONY	1	12,499	12,499	HDRXR350	JICARECA	Shin Morisaki	JICARECA	local	2010/11/22		B	A				
2011	6	Camera Trap	BUSHNELL 8 MP	1	8,750	8,750	119445C	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/4	Jan 5,2011	C	A				
2011	7	Binocular Ranger Finder	NIKON Ranger Finder	1	5,400	5,400	Laser1200S	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/4	Jan 12,2011	B	A				
2011	8	GPS	Garmin Oregon 550	1	5,150	5,150	010-00697-10	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/4	Jan 12,2011	B	A				
2011	9	Binocular	Bushnell 2.5x42 Night Vision	2	6,000	12,000	260 400	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/4	Jan 12,2011	B	A				
2011	10	Notebook	HP Pressario Biscotti	2	6,539	13,078	CQ42-277TU	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	Jan 24,2011	A	A				
2011	11	Desktop Computer	HP Pavilion Slimline	1	9,040	9,040	5589D	Gunung Ciremai NP	Mr. Dulhadi	Gunung Ciremai NP	local	2011/1/24	Jan 24,2011	A	A				
2011	12	Server	HP Proliant	1	9,650	9,650	ML 110 G6667, Xeon X3439	Gunung Ciremai NP	Mr. Dulhadi	Gunung Ciremai NP	local	2011/1/24	Jan 24,2011	A	A				
2011	13	Notebook	HP Compaq Pressario	1	5,570	5,570	CQ 42270 TU Biscotti	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/24	Jan 24,2011	A	A				
2011	14	Camera Digital	NIKON DSLR	1	6,200	6,200	D3100 KIT VR	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/24	Jan 24,2011	A	A				
2011	15	Notebook	HP Pressario	2	8,150	16,000	CQ 42291 TX	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	16	Desktop Computer	HP Pavilion	1	7,200	7,200	MS200-5112D	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	17	Camera Digital	Canon EOS 500 D Body	1	5,025	5,025	EOS 500D	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	B	A				
2011	18	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/27	Jan 27,2011	B	A				
2011	19	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/27	Jan 27,2011	B	A				
2011	20	Camera Lense	Canon EF	1	14,200	14,200	f/4.5-5.6 L IS USM	Manupeu Tanadaru NP	Mr.Kuppin	Manupeu Tanadaru NP	local	2011/1/27	Jan 27,2011	B	A				
2011	21	Notebook	HP Pressario	1	8,150	8,150	CQ 42291TX	Manupeu Tanadaru NP	Mr.Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	A	A				
2011	22	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/27	Jan 27,2011	A	A				
2011	23	Desktop Computer	HP Pavilion	1	7,199	7,199	MS200-5112D	JICARECA	Mr. Miyakawa	JICARECA	local	2011/3/4	Mar 4,2011	A	A				
2011	24	Camera	NIKON	1	15,010	15,010	D7000	JICARECA	Mrs.Hozumi	JICARECA	local	2011/8/12	Aug 8,2011	A	A				
2012	25	Engine	Yamaha OBM	2	19,250	19,250	E.15 DM-HL	Bromo Tengger Semeru NP	Mrs. Ayu	Bromo Tengger Semeru NP	local	2012/3/1	Mar 1,2012	C	A				
2012	26	Lense	SIGMA	1	9,900	9,900	150-500mm F5-6.3	JICARECA	Ms. Hozumi	JICARECA	local	2012/3/29	Mar 29,2012	A	A				
2011	27	GPS	Garmin Map	5	3,250,000	16,250,000	46CSX	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	28	Camera	Canon Digital	2	1,425,000	2,850,000	IXUS 105	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				

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B. Procured by local cost (2)

JFY	No	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (1)	Mgt (2)	# of disposed expt	# of available expt	Relevant major ac- tivity # of	Remarks
2011	29	Printer	HP Laserjet	2	2,435,000	4,870,000	Pro P 1566	Bromo Tengger Semeru NP	Mr. Sulrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	30	Video Recorder	SONY-Silver	1	2,900,000	2,900,000	SX-44E	Bromo Tengger Semeru NP	Mr. Sulrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	31	Walkie Talkie	ICOM	6	1,100,000	6,600,000	V80	Bromo Tengger Semeru NP	Mr. Sulrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	32	Memory External	SD Card	3	175,000	525,000		Bromo Tengger Semeru NP	Mr. Sulrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	A	A				
2011	33	Printer	HP Laserjet Pro	1	2,435,000	2,435,000	P1566	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	34	GPS	Garmin	2	3,250,000	6,500,000	60CSx	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	35	Camera	Nikon Digital Cool P	2	2,800,000	5,600,000	S8000	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	36	Tape	Yamayo Million Open	1	1,000,000	1,000,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	C	A				
2011	37	Compass	Suunto	1	750,000	750,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	C	A				
2011	38	Clinometer	Suunto	1	1,400,000.00	1,400,000	PM-5/360 PC	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	C	A				
2011	39	Memory External	SD card	2	175,000	350,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	40	Phiband	Yamayo Phiband	2	350,000	700,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	C	A				
2011	41	Head Lamp	Led Light	6	100,000	600,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25, 2011	C	A				
2011	42	Handy Cam	SONY	1	3,800,000	3,800,000	DCR SR68 E	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25, 2011	B	B				
2011	43	Printer	Canon Pixma	1	2,900,000	2,900,000	IX4000	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	44	Compass	Suunto Tandem	1	1,900,000	1,900,000	360R/PC	Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	45	Memory External	SD Card	1	175,000	175,000		Manupeu Tanadaru NP	Mr. Kuppin	Manupeu Tanadaru NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	46	Binocular	Nikon Ranger Finder	5	1,900,000	9,500,000	1200S	Gunung Ciremai NP	Mr. Kuning	Gunung Ciremai NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	47	GPS	Garmin	1	3,250,000	3,250,000	60CSx	Gunung Ciremai NP	Mr. Kuning	Gunung Ciremai NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	48	Video Recorder	SONY	1	2,900,000	2,900,000	SX44E	Gunung Ciremai NP	Mr. Kuning	Gunung Ciremai NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	49	Memory External	SD Card	1	360,000	360,000		Gunung Ciremai NP	Mr. Kuning	Gunung Ciremai NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	50	Netbook	Hewlett Packard	1	2,750,000	2,750,000	110-3014 TU	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	50	Lens Tele	NIKON	1	1,275,000	1,275,000		Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	51	Handy Cam	SONY	1	3,800,000	3,800,000	DCR - SR 68E	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	52	Camera	NIKON	1	825,000	825,000	L22	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	53	Head Lamp	MC LED	6	100,000	600,000		Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	54	GPS	Garmin	3	2,850,000	8,550,000	HGX VISTA	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/25	Jan 25, 2011	A	A				
2011	55	Binocular	TASCO	1	1,750,000	1,750,000	TS1042D	Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/25	Jan 25, 2011	B	A				
2011	56	Memory External	SD Card	1	175,000	175,000		Sembilang NP	Mr. Talang	Sembilang NP	local	2011/1/25	Jan 25, 2011	A	A				
Total					54,466,067	98,077,681													

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Annex 8 List of C/P

Office	Post in the project	Post in the organization	Name	Project assignment period
Ministry of Forestry (HQ)	Project Director	Director of Conservation Areas	Mr. Sonny Partono	Mar 2010 – Aug 2012
Ministry of Forestry (HQ)	Project Director	Director of Conservation Areas	Mr. Bambang Dahono Adji	Sep 2012 – now
Ministry of Forestry (HQ)	Project Manager	Head, Sub-Directorate of Nature Conservation Area and Game Park	Ir. Gatot Soebiantoro	Mar 2010 – Feb 2012
Ministry of Forestry (HQ)	Project Manager	Head, Sub-Directorate of Nature Conservation Area and Game Park	Ir. Istanto	Mar 2012 – Apr 2012
Ministry of Forestry (HQ)	C/P	Head, Section of Nature Recreation Park, Grand Park and Game Park	Ir. Pujiyati	2012 -
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Rudiono	Mar 2010 – now
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Evi Maryati	
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Ida Purwanti	
Sembilang National Park	Site Manager	Head of National Park	Ir. Tatang	2010 – 2012
Gunung Ciremai National Park	Site Manager	Head of National Park	Ir. Fred Kurung	Mar 2010 – Mar 2012
Gunung Ciremai National Park	Site Manager	Head of National Park	Ir. Dulhadi	Apr 2012 – now
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Ir. Zulkifli Ibnu	Mar 2010 – Jan 2011
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Kuppin Simbolon	Feb 2011 – Mar 2012
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Ir. Heru Raharjo	Apr 2012 – until now
Bromo Tengger Semeru National Park	Site Manager	Head of National Park	Ir. Sutrisno Sujamat	Mar 2010 – Apr 2012
Bromo Tengger Semeru National Park	Site Manager	Head of National Park	Dr.Ir. Ayu Dewi Utari	Apr 2012 - now
Gunung Merapi National Park	Site Manager	Head of National Park	Ir.Tri Prasetyo	Apr 2010 – Jan 2011
Gunung Merapi National Park	Site Manager	Head of National Park	Ir.Kuspriyadi Sulistyoy	Jan 2011 – now
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Andriansyah	2010 – 2011

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Office	Post in the project	Post in the organization	Name	Project assignment period
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Danang Pramadi M	Mar 2011 – Apr 2012
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Syamsudin	May 2012 – now
Sembilang National Park	Technical Personnel	JICA Counterpart / Public Relations	Ridwan Pambudi	2010 – July 2012
Sembilang National Park	Technical Personnel	Public Relations	Alan Rosenan	2012 – now
Sembilang National Park	Technical Personnel	Head of Resort I SPTN I Sungsang	Budi Kriswandi	2012 – now
Gunung Ciremai National Park	Technical Personnel	Human relations and collaboration	Ir. Hawal Widodo	Mar 2010 –
Gunung Ciremai National Park	Technical Personnel	Planner/PEH	Ir. Mufti Ginanjar	Mar 2010 –
Manupeu Tanah Daru National Park	Technical Personnel	Field Counterpart	Luthfi Ramdani Yusuf	2010 – now
Manupeu Tanah Daru National Park	Technical Personnel	Administration Counterpart	Ahmad Zailani Lubis	2010 – now
Manupeu Tanah Daru National Park	Technical Personnel	Field Counterpart	Eka Yanuar Pribadi	2010 – now
Bromo Tengger Semeru National Park	Technical Personnel	Kepala Bidang Teknis Konservasi	Ir. Emy Endah Suwarni, M.Sc	Dec 2010 – now
Bromo Tengger Semeru National Park	Technical Personnel	Pengendali ekosistem Hutan	Mr. Toni Artaka, S. Hut	Dec 2010 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Irwan Yuniatmoko	Apr 2010 – Jan 2011
Gunung Merapi National Park	Technical Personnel	Polisi Kehutanan	Husni Pramono,SH	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Asep Nia Kurnia ,SP	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Dhani Suryawan,S.Hut	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Penata Bina Cinta Alam	Tri Agus Sugiarto	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Penata Bina Konservasi dan Perlindungan	Silvana Nurwidiati,S.Hut	Jun 2012 – now

Note: 1) The persons in the shaded (grey colour) cells indicate those who are currently assigned to the project.

2) The Project Manager is the post for the head of Sub-Directorate of Nature Conservation Area and Game Park. However, as the post of the head has not yet been fulfilled since the latest one, Ir. Istanto, was transferred from the post in April 2012, Ir. Gatot Soebiantoro who was the former Project Manger is now holding the post concurrently.

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Annex 9 Records on training for restoration

	Sembilang NP	Gunung Ciremai NP	Gunung Merapi NP	Bromo Tengger Semeru NP	Manupeu Tanah Daru NP
1. Baseline survey					
Trainer (No.)		Indonesia Research Institution (2), JICA Expert (1), National Consultant (1), LITBANG (1)			National Consultant (1), JICA Expert (1), JICA Coordinator (1)
Participants (No.)		NP (6), WG (14), UNIKU (6), Village chiefs (4)			NGO Sahabat Alam (3), NP (11), Local consultant, (1), WG (25)
Timing		11-13 February 2011			18-19 February 2011
2. Study tour					
(1) Venue	Bali Mangrove Management Centre I, West Bali NP	Paliyan Wildlife Sanctuary Jogjakarta	Paliyan Wildlife Sanctuary Jogjakarta		PT. Sadhana, People Nursery, Province Forest Buro, West Nusa Tenggara Province
Participants (No.)	NP staff (2), WG (1), Sriwijaya Univ (2), JICA (2)	NP (6), WG (13), UNIKU (6), Village chief (1)	NP (4), WG (10), Infront (4)		NP (11), Local consultant (1), WG (3), JICA (1)
Timing	Feb 2012	March 2011	March 2011		27 February – 3 March 2011
(2) Venue	Nanggro Aceh Darusalam (Rehabilitation Pasca Tsunami) & Gunung Leuser NP				
Participants (No.)	NP staff (1), JICA (3)				
Timing	July, 2012				
3. Restoration technique					
Trainer (No.)	Sriwijaya Univ. (7), Mangrove Management	Kuningan University (7) Botanical garden (2)	Institute of Forest and Environment	Surabaya Institute of Technology (2) and	NP (2), JICA Coordinator (1)

Min.

		Sembilang NP	Gunung Ciremai NP	Gunung Merapi NP	Bromo Tengger Semeru NP	Manupeu Tanah Daru NP
		Centre II (1)	National Park (2), JICA Coordinator (1), JICA National Consultant (1)	(INFRONT) (3)	Tahura Raden Suryo Mojokerto (2)	JICA National Consultant (1), JICA expert (1)
	Participants (No.)	NP (3), WG (9), Sriwijaya Univ. students (4), Local gov't (1)	WG (18), Kuningan District Nursery (8)	WG (12), JICA (2)	NP (5), WG (15), Students (10)	NP (6), WG 20
	Timing	July 2011	July 2011	July 2011	Aug 2011	Mar 2011
4. Restoration plant identification and photography						
	Trainer (No.)	LIPI (2)	LIPI (2)	LIPI (2)	LIPI (2)	LIPI (2)
	Participants (No.)	NP (10) JICA (3)	NP (20), JICA (2)	NP (20), JICA (2)	NP (10), JICA (2)	NP (20), JICA (2)
	Timing	Apr 2012	Apr 2012	May 2012	Jun 2012	Apr – May 2012
5. Forest fire control						
(1)	Trainer (No.)				Directorate of Forest Fire (4)	
	Participants (No.)				Local People/MPA(90) NP (6)	
	Timing				July 2011	
(2)	Trainer (No.)				Directorate of Forest Fire (2)	
	Participants (No.)				Local People/MPA(90) NP (6)	
	Timing				May 2012	
Total	Participants (No.)	41	104	54	234	104

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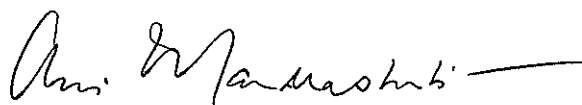
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MINUTES OF MEETINGS
ON
THE MIDTERM REVIEW
OF
THE JAPANESE TECHNICAL COOPERATION PROJECT
ON
CAPACITY BUILDING FOR RESTORATION OF ECOSYSTEM
IN CONSERVATION AREAS

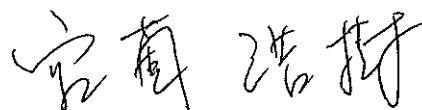
The Ministry of Forestry and Japan International Cooperation Agency (JICA) jointly organized the Midterm Review Team (hereinafter referred to as “the Team”), respectively headed by Dr. Ani Mardisastuti and Mr. Hiroki Miyazono, for the project entitled “Project on Capacity Building for Restoration of Ecosystems in Conservation Areas (hereinafter referred to as “the Project”)”.

As a series of discussions and surveys, the Team produced the Joint Midterm Review Report attached hereto, and agreed to forward to Indonesian authorities concerned.

Jakarta, 4 October, 2012



Dr. Ani Mardisastuti
Leader
Indonesian Midterm Review Team
Professor
Bogor Agricultural University



Mr. Hiroki MIYAZONO
Leader.
Japanese Midterm Review Team
Senior Adviser
Japan International Cooperation
Agency, Japan

THE PROJECT ON CAPACITY BUILDING FOR
RESTORATION OF ECOSYSTEMS IN
CONSERVATION AREAS

JOINT EVALUATION REPORT
(MIDTERM REVIEW)

4 October 2012

INDONESIA-JAPAN JOINT MIDTERM REVIEW TEAM

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Abbreviation and Acronyms

APO	Annual plan of operations
C/P	Counterpart personnel
CSR	Corporate social responsibility
DAC	Development Assistance Committee
DIPA	Daftar Isian Pelaksanaan Anggaran
GERHAN	Gerakan Rehabilitasi Hutan dan Lahan
HQ	Headquarters
IDR	Indonesian Rupiah
ITTO	International Tropical Timber Organization
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
LIPI	Lembaga Ilmu Pengetahuan Indonesia (Indonesian Institute of Sciences)
MoF	Ministry of Forestry
N/A	Not applicable
NGO	Non-governmental organization
NP	National park
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PDM	Project Design Matrix
PHKA	Perlindungan Hutan dan Konservasi Alam (Forest protection and nature conservation)
R/D	Record of Discussions
UNESCO	United Nations Educational, Scientific and Cultural Organization
WG	Working group

Summary of Midterm Review

I. Outline of the Project	
<i>Country:</i> Indonesia	
<i>Project title:</i> Project on Capacity Building for Restoration of Ecosystems in Conservation Areas	
<i>Issue/Sector:</i> Nature conservation	
<i>Cooperation scheme:</i> Technical Cooperation Project	
<i>Division in charge:</i> Forestry and Nature Conservation Division 1, Global Environment Department, JICA	
<i>Period of Cooperation</i>	(R/D): 19 February 2010 (amended on 29 July 2010)
	15 March 2010 – 14 March 2015 (5 years)
<i>Partner Country's Implementing Organization:</i> Directorate General of Forest Protection and Nature Conservation, Ministry of Forestry (MoF)	
<i>Supporting Organization in Japan:</i> Forestry Agency, Ministry of Agriculture, Forestry and Fisheries	
<p><i>Related Cooperation:</i></p> <ol style="list-style-type: none"> 1. JICA Mangrove Conservation Project in Bali: A study tour was conducted through visiting the Mangrove Management Center in Bali. The participants (7 persons) include staff of Sembilang National Park, working group members, JICA Expert, JICA assistant and consultant. 2. JICA Forest Fire Project: JICA Expert, consultant and JICA Assistant participated in the training program on forest fire prevention conducted in Bromo Tengger Semeru National Park in May 2012 and provided presentation on the project outline. 	
<p>1. Background</p> <p>Indonesia enjoys the world's third largest tropical forest which supports livelihood of local communities as well as the precious biodiversity as a major wildlife's habitat. Recently the importance of forests in conservation and restoration has been internationally recognized particularly in terms of the mitigation of and adaptation to climate change.</p> <p>However the high pressure on the forests due to several causes including forest exploitation, forest fire and natural disaster is getting significant even to the conservation areas. Therefore the restoration of the degraded forests in the conservation areas, particularly national parks, is regarded as one of the highest priorities.</p> <p>Under the above-mentioned conditions, the need of further enhancement in institutional framework of the Directorate General of Forest Protection and Nature Conservation (PHKA) and each national park office was recognized by the Indonesian Government, and it requested the Government of Japan a technical co-operation project in 2007 which aimed at capacity building of the relevant institutions in ecosystem restoration in conservation areas in terms of institutional, technical and financial aspects. Responding to the request, JICA started its support to the counterpart organizations, PHKA and national park offices, in 2010 with the planned period of five years. This midterm review was made since the Project reached at the middle of its cooperation period.</p>	

2. Project Overview			
(1) Overall Goal Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.			
(2) Project Purpose Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.			
(3) Outputs 1. Institutional framework for restoration of degraded land in conservation areas is enhanced. 2. Restoration plans of degraded land in the model sites are developed. 3. Restoration activities in the model sites are implemented.			
(4) Inputs			
Japanese side:			
Long-term Expert: 3 persons Short-term Expert: 0 person Trainee received in Japan: 8 persons	Equipment: JPY 15.7 million (IDR 1,779 million) Local cost: JPY 52million (IDR 5,878 million)		
Indonesian Side:			
Counterpart personnel (C/P): 30 persons Land and facilities: None	Local cost: N/A		
II. Review Team			
Members of Review Team	The Japanese side		
	Mr. Hiroki Miyazono	Leader of Japanese-side Review Team	Senior Advisor, JICA
	Mr. Susumu Kakebe	Vegetation restoration / Forest policy	Section Chief, International Forestry Cooperation Office, Forestry Agency, Ministry of Agriculture, Forestry and Fisheries
	Mr. Hiroyuki Miyazaki	Cooperation planning	Officer, Forestry and Nature Conservation Group, Global Environment Department, JICA
	Mr. Makoto Fukuyama	Evaluation and Analysis	Senior consultant, A&M Consultant, Inc.
	The Indonesian side		
	Dr. Ani Mardiatuti	Leader of Indonesian-side Review Team	Professor, Department of Forest Conservation and Ecotourism, Faculty of Forestry, Bogor Agricultural University
	Dr. Hendra Gunawan	Member	Senior Researcher, Centre for Research and Development of Conservation and Rehabilitation, MoF
	Dr. Priyono Suryanto	Member	Head, Department of Silviculture and Agroforestry, Faculty of Forestry, Gadjah Mada University
	Period of Review	17 September – 4 October 2012	Type of Evaluation: Midterm review
III. Results of Evaluation			

1. Project Performance

1-1. Inputs

The inputs from the Japanese side (dispatch of experts, training of C/P in Japan, Machinery and equipment provision, local cost) were generally provided as planned. As for the Indonesian side, relatively high transfer of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation.

1-2. Outputs

(1) Output 1

The achievement level for the Output 1 can be regarded as '*Relatively high*'. The most significant outcome of the activities under the Output 1 is that the terms / techniques of "natural regeneration" and "restoration" were newly stipulated in the Article 29 of the Governmental Decree No. 28 / 2011 on "Management of Nature Protection Areas and Nature Conservation Areas" (regulated by the President on 19 May 2011 and issued by the Minister of Legal Issue and Human Right). This was realized by the aforementioned activities of the review and analysis of the relevant laws, regulations and guidelines, and through a presentation by the JICA expert on the new concept of "restoration" to the C/P in 2010.

Based on the above mentioned Governmental Decree, a relevant regulation of the MoF will be formulated / regulated through discussions led by the C/P agency, i.e. the Directorate of Conservation Area and Protection Forest Development.

(2) Output 2

The processes for preparing the restoration plans were clearly identified and documented, and the restoration plans of degraded land in the model sites were once developed following the identified processes in the 2010. Based on the restoration plans, the restoration designs were developed by the contracted local consultants and the National Expert in each project site in the 2011. However, as the said restoration designs were too general and not practical for actual application, a flow chart of the restoration design was formulated and was provided to each project site for implementation in the 2012. As a result, the Project finally developed the restoration plans for degraded areas in the project sites in a successful manner. Therefore, the overall achievement level of the Output 2 is regarded as '*High*'.

(3) Output 3

The achievement for the Indicator 3-1 is judged as '*High*' because various trainings have been conducted as planned and the results were well documented. Since the activities set for the Indicators 3-2 and 3-3 have yet been initiated due to the activity plan or schedule, it is impossible to judge the achievement level at this moment. Therefore, it is reasonably considered that the overall achievement level of the Output 3 is regarded as '*High*'.

1-3. Achievement of Project Purpose

Although the Project is just at the middle of its cooperation period of five year, the current situations of the two indicators for the project purpose as well as the performance of the three expected outputs suggest that the approach and implementation of activities are on the right track and the project purpose is predicted to be achieved to a high degree by the end of the project period.

1-4. Implementation process

(1) High C/P transfer

Relatively frequent staff change has been observed both at the HQ and national park offices. It is sometimes difficult to ensure continuity of activities, and moreover capacity development of the C/P is hindered as well.

(2) Efficient utilization of local human resource

Due to the restriction on dispatch of the JICA experts, more national staffers are employed than other projects in the project office, and the Field Managers are allocated in each project site to coordinate the activities with the national park offices.

(3) Involvement and communication among the key stakeholders

The Project involves various stakeholders. The JCC and other important meetings such as the Project Meeting were relatively well attended by the key stakeholders. However enhanced communication and dialogues particularly with the relevant section of the MoF HQ is required.

(4) Introduction of innovative and adaptive technology for restoration

It is observed that the Project has been actively trying to introduce innovative and adaptive technologies for restoration in each project site. It is important to carefully monitor the effectiveness of applied technologies and to analyze the result in order to confirm the applicability of them to other degraded areas.

2. Summary of Evaluation Results

(1) Relevance

Relevance is '**High**'. The Project is well aligned with the national development policies of Indonesia as well as with the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view.

(2) Effectiveness

Effectiveness is '**Relatively high**'. The project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good.

(3) Efficiency

Efficiency is '*Fair*'. The inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. A large scale eruption in Gunung Merapi NP was a hindering factor of efficient implementation of activities.

(4) Impact

Impact is '*Relatively high*'. If the following three conditions; i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled, the overall goal will be achieved three to five years from now. Although it is too early to judge about the impacts, there are some obvious positive impacts already emerged particularly in terms of the WG members' awareness. No major negative impact has been observed.

(5) Sustainability

Sustainability is '*Fair*'. Policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

3. Factors that promoted realization of effects

(1) Factors concerning the policy

- The new Governmental Decree No. 28 in which the concept of 'natural regeneration' and 'restoration' were first mentioned in Indonesia and which would further support the Project activities has been established.

(2) Factors concerning the implementation process

- Mainly from the viewpoint of efficiency, local human resources have been fully utilized as employed as the national staff of the Project Office as well as field managers allocated in each project site.
- Despite the rather complicated Project's structure with many different stakeholders, communication and dialogues among the main decision-makers have been frequent and close due to the regular meetings; e.g. the Project Meeting, which in turn led to smooth implementation of the Project.
- A flexible approach to the local working groups has been applied to encourage the locals to involve the process and also to make the group members more self-reliance.

4. Factors that impeded realization of effects

(1) Factors concerning the implementation process

- As for the inputs from the Indonesian side, relatively high transfer of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation.

5. Conclusion

The Project activities are being implemented as planned in the APO in spite of some obstacles. By the end of the Project, it is expected to produce a draft of the restoration guideline that covers necessary aspects (institutional, technical and financial). For this purpose, useful information and data are being accumulated through the trial restoration activities in the project sites for improvement of the restoration technology. Through these exercises, the project is producing satisfactory outcomes and expected to achieve the project purpose.

6. Recommendations and lessons learned

6.1. Recommendations addressed to the Project

- 1) It is noted that the Project has prepared the restoration plans for each site and, through this exercise, identified important processes for preparing the restoration plans. It is recommended to formulate a guideline in accordance with the identified ten processes and publicize it to share with the relevant institutions.
- 2) The Project developed and held various useful training courses mainly for the staff of national parks and working group members. The results of the training are well compiled and recorded. The training is well appreciated as part of capacity development for enhancing skills for restoration which contributes to livelihood improvement of local communities. It is recommended that the Project should continue the same or higher level of input for capacity development.
- 3) The Project involves various stakeholders such as the MoF HQ, national park offices, other relevant governmental organizations, relevant universities, private companies, and local communities. In order to achieve the project purpose, the MoF HQ is expected to play a key role to coordinate among the relevant stakeholders. It is recommended that communication and dialogues between the MoF HQ and other stakeholders should be enhanced.
- 4) It is observed that the capacity of the staff in five national parks and the WG members is being enhanced through the participation in the Project activities. It is recommended that PHKA should formulate the strategy for capacity development of the entire organization based on the experience obtained through the Project activities and that the "Restoration Guidelines" should include the important elements for capacity development.
- 5) Although the project is developing site-specific restoration techniques such as assisted natural regeneration, enrichment planting, and planting patterns (line planting, spot planting, random planting), there are common elements which can be applicable to other degraded areas under the similar conditions. Therefore, it is recommended that the draft of Restoration Guideline to be developed by the Project should include such elements for wider application to other national parks.
- 6) It is recommended to change the contents of the PDM as follows:

- The term “model sites” should be changed to the “project sites” because, in general, the “model” means something which is established as a result of trials. Since the Project is still in the process of establishing the model, therefore, it is appropriate to use the term of the “project sites”.
- For the same reason, the term “demonstration activities” should be also changed to the “trial restoration activities”.

7.2.Recommendations addressed to the MoF

- 1) The Project conducted the review and analysis of the relevant laws, regulations and guidelines, and made a proposal on the new concept of “Restoration” to the C/P. As a result, “Natural Regeneration” and “Restoration” were newly regulated in the Article 29 of the Governmental Decree No.28/2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. In order to accelerate restoration activities in the country, it is recommended that a Forestry Minister’s decree should be formulated as earlier as possible.
- 2) The Project is making good efforts in collaborating with the private sector to introduce external financial resources for restoration. In order to secure sustainability of restoration activities, it is recommended that the MoF should strengthen its effort to mobilize finance from various sources.
- 3) It is observed that the delay in allocating counterpart budget has caused some negative effects in implementing the Project activities. It is recommended that the MoF should make further efforts to secure the appropriate amount of the counterpart budget.

1. Introduction

1.1. Objectives of midterm review

About two and a half years have passed since the inception of the Project on Capacity Building for Restoration of Ecosystems in Conservation Areas (hereinafter referred to as “the Project”). The Project is scheduled to come to an end in another two and a half years, i.e. March 2015. The project team has been undertaking a range of activities in order to achieve the project purpose. It is important for the concerned authorities to review its progress made so far and to examine to what extent the activities have led to produce expected outputs. The examination will make it possible to judge and predict how much the Project is likely to achieve the project purpose by the end of the project life.

The purpose of the midtermreview is to objectively evaluate the level of the achievements of the Project and to identify the reasons behind it. Based on the results of the evaluation, the review is to give suggestions and recommendations to the concerned organizations with the aim of providing lessons learnt, which will be useful for future direction of the Project and also for similar projects.

1.2. Members of review team

The ReviewTeam (hereinafter referred to as “the Team”) is composed of the following personnel:

Japanese side:

Mr. Hiroki Miyazono	Leader of Japanese-side Review Team	Senior Advisor, JICA
Mr. Susumu Kakebe	Vegetation restoration / Forestpolicy	Section Chief, International Forestry Cooperation Office, Forestry Agency, Ministry of Agriculture, Forestry and Fisheries
Mr. Hiroyuki Miyazaki	Cooperation planning	Officer, Forestry and Nature Conservation Division 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
Mr. Makoto Fukuyama	Evaluation and Analysis	Senior consultant, A&M Consultant, Inc.

Indonesian side:

Dr. Ani Mardiasuti	Leader of Indonesian-side Review Team	Professor, Department of Forest Conservation and Ecotourism, Faculty of Forestry, Bogor Agricultural University
Dr. Hendra Gunawan	Member	Senior Researcher, Centre for Research and Development of Conservation and Rehabilitation, Ministry of Forestry (MoF)
Dr. Priyono Suryanto	Member	Head, Department of Silviculture and Agroforestry, Faculty of Forestry, Gadjah Mada University

1.3. Schedule of the Midterm Review

The Review was conducted for 18 days between 17 September and 4 October 2012 (**Annex 1**).

2. Outline of the Project

2.1. Background of the Project

Indonesia enjoys the world's 3rd largest tropical forest area after Brazil and the Democratic Republic of Congo, which supports livelihood of local communities as well as the precious biodiversity as a major wildlife's habitat. Recently the importance of forests in conservation and restoration has been internationally recognized particularly in terms of the mitigation of and adaptation to climate change.

However the high pressure on the forests due to several causes including forest exploitation for timber production and oil palm plantation, forest fire, and natural disaster is getting significant even to the officially designated forests as conservation areas. Therefore the restoration of the degraded forests is recognized as urgent and the highest priority shall be given to the conservation areas which regarded as the centre of biodiversity conservation. Amongst all the conservation areas, initiatives to enhance restoration of the degraded lands in the national parks should be the most prioritized.

As one of the initiatives to cope with the above-mentioned conditions, the need of further enhancement in institutional framework of the Directorate General of Forest Protection and Nature Conservation (PHKA) which administrate national parks and each national park office was recognized by the Indonesian Government, and it requested the Government of Japan a technical co-operation project in 2007 which aimed at capacity building of the relevant institutions in ecosystem restoration in conservation areas in terms of institutional, technical and financial aspects. Responding to the request, JICA started its support to the counterpart organizations, PHKA and national park offices, in 2010 with the planned period of five years. This midterm review was made since the Project reached at the middle of its cooperation period.

2.2. Summary of the Project

The Project is now being conducted in line with the Project Design Matrix (PDM) (**Annex2**) and Annual Plan of Operations (APO)¹ (**Annex3**) dated on 29 July 2010, which was agreed upon by the Indonesian and Japanese sides. The midterm review was undertaken based on the following specifications (Overall Goal, Project Purpose, Outputs, Activities) stipulated in the PDM.

¹The APO is the tool for activity management in the Project.

(1) Overall Goal

Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.

(2) Project Purpose

Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.

(3) Outputs

- 1) Institutional framework for restoration of degraded land in conservation areas is enhanced.
- 2) Restoration plans of degraded land in the model sites are developed.
- 3) Restoration activities in the model sites are implemented.

(4) Activities

1) Output 1

- 1-1 Review governmental rules, regulations and guidelines relevant to restoration of degraded land to identify conflicts, gaps and overlaps among them.
- 1-2 Identify useful technologies for restoration including those developed with JICA's assistance.
- 1-3 Review the existing technical guidelines relevant to restoration.
- 1-4 Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration.
- 1-5 Prepare a draft of restoration guideline.

2) Output 2

- 2-1 Form working group(s) at each model site to plan and implement the demonstration activities.
- 2-2 Identify the target area for restoration in each model site.
- 2-3 Review current restoration plans.
- 2-4 Conduct workshop(s) attended by stakeholders to prepare draft restoration plans for the model sites.
- 2-5 Review the restoration plans as needed.

3) Output 3

- 3-1 Conduct training for restoration.
- 3-2 Implement the demonstration activities for restoration at each model site.

3-3 Monitor, evaluate and review the demonstration activities.

(5) Implementation structure

The organizational structure of the Project is indicated in **Annex4**. List of the project sites is shown in Table 1.

Table 1List of project sites

National park	Province	Vegetation / ecosystem in trial restoration site
1 Sembilang	South Sumatra	Mangrove
2 Gunung Ciremai	West Java	Tropical mountain rainforest
3 Gunung Merapi	Jogjakarta, Central Java	Tropical mountain rainforest
4 Bromo Tengger Semeru	East Java	Tropical mountain rainforest, lake ecosystem
5 Manupeu Tanah Daru	Nusa Tenggara Timur	Tropical monsoon forest

3. Method of midterm review

3.1. Five evaluation criteria

The JICA adopted “the Five Evaluation Criteria” for project evaluation. The Five Evaluation Criteria, proposed by the Development Assistance Committee (DAC) at the Organization for Economic Cooperation and Development (OECD) in 1991, are meant to be used for evaluating development assistance activities. The five criteria are namely:

- 1) Relevance: A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether a project intervention is appropriate as a solution for problems concerned; whether the contents of a project is consistent with policies; whether project strategies and approaches are relevant, and whether a project is justified to be implemented with public funds of Official Development Assistance (ODA).
- 2) Effectiveness: A criterion for considering whether the implementation of project has benefited (or will benefit) the intended beneficiaries or the target society.
- 3) Efficiency: A criterion for considering how economic resource/inputs are converted to results. The main focus is on the relationship between project cost and effects.
- 4) Impact: A criterion for considering the effects of the project with an eye on the longer term effects including direct or indirect, positive or negative, intended or unintended, and
- 5) Sustainability: A criterion for considering whether produced effects continue after the termination of the assistance.

By examining the Project's progress and achievement by using these five criteria, the midterm review ascertains the value of the project from different viewpoints. It attempts to assess performance, make a value judgment about the project, and make recommendations and draw lessons learnt.

The structure of the report is two-fold: i) the confirmation of achievements and ii) the review results based on the five evaluation criteria.

3.2. Data collection methods and analysis

The review collected both quantitative and qualitative data relevant to the Project from a range of information sources by using multiple information-gathering methods. This approach enables the Team to undertake triangulation of methods and information sources, thereby ensuring reliability of the Review. The focus of the Review is on the collection and analysis of qualitative data, rather than quantitative one, since the main purpose of the Review is to make an in-depth analysis of hindering and contributing factors to the implementation of the Project and to understand reasons for having such factors. Thus, research methods adopted for the Review centered on qualitative data collection methods including interviews, observation, and questionnaires with many open-ended questions.

The Team formulated the Evaluation Grid (**Annex 5**) to clarify data collection methods, the types of data to be collected and their sources of information. **Table 2** summarizes methods used and information sources the Team accessed during the Review period.

Table 2 Data collection methods and source of information

Data collection method	Source of information
Literature/document review	Project documents, reports written by JICA experts, and other reports
Questionnaires	JICA experts and counterpart personnel (C/P)
Interviews	JICA experts, Project's national staff, C/P and staff of other related organizations, Working group (WG) members
Observation, interviews and focus group discussions	<ul style="list-style-type: none"> ● Bromo Tengger Semeru National Park ● Manupeu Tanah Daru National Park

Review of literature/documents had been undertaken before the Team visited Indonesia. The main purpose of the literature review was to confirm the level of the project performance and examine the implementation processes. At the same time, questionnaires were prepared for the Japanese experts and the Project's C/P². After the Team arrived in Indonesia, in-depth interviews were conducted with

²The questionnaires for the C/P were prepared by two different formats; i.e. one for those who are at the management level such as the Project Director (Director, Directorate of Conservation Areas and Protection Forest Development), Project Manager (Deputy

key informants such as C/P and JICA experts. The interviews mainly aimed to supplement information gathered by the literature review and the questionnaire survey. The Team also had opportunities to observe activities conducted by the working group members in two project sites in Bromo Tengger Semeru and Manupeu Tanah Daru National Parks, and undertook interviews and focus group discussions at each site. The information generated by all the methods was then analyzed based on the five evaluation criteria.

4. Project performance and implementation process

4.1. Inputs from Japan

4.1.1. Dispatch of JICA experts

A total of three JICA long-term experts assigned for the chief advisor and project coordinator with specializing area of land restoration have been dispatched to the Project (**Table 3**). The expert for Project Coordinator / Land Restoration assigned at the commencement of the Project left for Japan in January 2011 at the middle of his assigned term due to a health problem. There had been no expert in this field for three months before the successor was dispatched in May 2011.

Regarding the short-term experts, four specific fields were identified in the PDM, i.e. i) forest ecology, ii) remote sensing, iii) reforestation / afforestation, iv) biodiversity conservation / monitoring. Yet, it was not realized mainly because the candidates for the short-term experts could not coordinate their working schedule.

At the time of the Midterm Review, there are just two long-term experts assigned to the Project.

Table 3 List of JICA experts dispatched

	Name	Field	Assignment period	Period (Months)
1	Mr. Hideki Miyakawa	Chief Adviser	15/3/2010-18/2/2012 18/4/2012-28/2/2014	20 20
2	Mr. Shin Morisaki	Project Coordinator / Land Restoration	15/3/2010-27/1/2011	10
3	Ms. Reiko Hozumi	Project Coordinator / Land Restoration	23/5/2011-23/5/2013	24

4.1.2. Training of C/P in Japan

A total of eight people of the C/P participated in the three training courses held in Japan between 2010 and 2012. The themes of the training covered i) forest management and nature conservation, ii)

Director of Protected Area and Game Park) and Site Managers (heads of national parks) and another for the technical level such as staff members of the national parks.

promotion of SATOYAMA, and iii) sustainable natural resources management through Japanese system of national park. The training period was rather short, e.g. less than ten days for high-ranking officers and 30 days at the longest for other staff members. For the details on the training, see “**Annex6 List of C/P trained in Japan**”. Unfortunately, three out of five training participants are no longer C/P of the Project because of transfer to other sections in the ministry.

4.1.3. Machinery and equipment provided by the Government of Japan

Equipment and machinery including five vehicles, photo copiers, and other office equipment, which are worth JPY 15.7 million (equivalent to IDR 1,779 million) in total, has been provided. The items are used and maintained in a proper manner. For the details of the items provided, see “**Annex7 List of machinery and equipment provided by the Japanese side**”.

4.1.4. Local cost borne by the Government of Japan

Table 4 shows the funds provided by the Japanese side disaggregated by budget items. The total cost borne by the Government of Japan is approximately IDR 5,878 million, which is equivalent to JPY 52 million.

Table 4 Project cost provided by the Japanese side

Major budget item	JFY2010	JFY2011	JFY2012	Unit: IDR
				Total
1 Miscellaneous	1,072,743,039	1,162,445,308	339,924,636	2,575,112,983
2 Air fare	224,913,500	241,741,850	110,088,900	576,744,250
3 Travel allowance	173,211,120	236,566,200	93,618,950	503,396,270
4 Honorarium (non-staff)	47,820,000	38,210,000	95,663,000	181,693,000
5 Contract with local based consultant	718,140,000	242,837,000	644,065,250	1,605,042,250
6 Commission contract (Others)	21,600,000	80,000,000	0	101,600,000
7 Meeting cost	6,425,000	1,978,800	25,853,000	34,256,800
8 Construction cost (Work hut)		300,197,000		300,197,000
Total in IDR	2,264,852,659	2,303,976,158	1,309,213,736	5,878,042,553
Total in JPY (1IDR=0.008852JPY)	20,048,475	20,394,796	11,589,160	52,032,431

Note: The figures for 2012 denote as of June 2012.

The cost also covers employment of the Project national staff (**Table 5**).

Table 5 List of national staff employed by the Project Office

Name	Post
------	------

1	Mr. Darsono	National Consultant
2	Mr. Agoes Sriyanto	National Expert
3	Ms. Desitarani	Technical Assistant
4	Ms. Mudi Yuliani	Field Assistant
5	Ms. Regina Herti Sitorus	Secretary
6	Mr. Slamet Riyadi	Field Manager, Sembilang NP
7	Mr. Nurhadi	Field Manager, Gunung Ciremai NP
8	Mr. Sulistyono	Field Manager, Gunung Merapi NP
9	Mr. Andi Iskandar Zulkarnain	Field Manager, Bromo Tengger Semeru NP
10	Mr. Marthen Mamba	Field Manager, Manupeu Tanah Daru NP

4.2. Inputs from the Government of Indonesia

4.2.1. Assignment of C/P

At the time of the midterm review, there are a total of 26 members of the C/P of which six is working for the MoFHQ and 20 for the five national parks where the project sites were located. They have been working as the C/P of the Japanese experts (**Annex 8 List of C/P**).

4.2.2. Local cost borne by the Government of Indonesia

The counterpart budget has not yet been allocated. It was caused by the fact that the Project had not yet been listed in the Project List (DIPA: Daftar Isian Pelaksanaan Anggaran) of the Ministry of Finance for two years, 2010-2011. However, it was finally confirmed that the Project was registered to the DIPA in March 2012. Thus, it is highly expected that the counter budget will be disbursed in the new financial year of 2013. On the other hand, the Review Team revealed that part of the cost necessary for the Project activities such as fuel for motorbike and allowance has been covered by the national park offices including Gunung Ciremai and Manupeu Tanah Daru.

4.2.3. Facilities provided by the Government of Indonesia

According to 'Annex V: List of offices and facilities' in the Record of Discussions (R/D), the project office, meeting room and necessary facilities for the experts were to be arranged by the Indonesian side. Following this agreement, at the commencement of the Project, the MoF prepared a room, which was the former project office for the JICA Forest Fire Project and only available in the Ministry's main building for the project office but it was unfortunately not large enough to accommodate all the staff members and the JICA experts. Therefore the Project had a consultation with the JICA Indonesia Office and finally decided to rent a unit in a building next to the Ministry's main building from April 2010.

4.3. Achievement of outputs

Three outputs are stated to be achieved in the PDM and each output is detailed in the following section. The achievement for each indicator is described below and the level of achievement is rated based on the scale of “High”, “Relatively high”, “Fair”, “Relatively fair” and “Low”.

4.3.1. Achievement of Output 1

The Output 1, i.e. “**Institutional framework for restoration of degraded land in conservation areas is enhanced.**” is designed to be measured by the following objectively verifiable indicators.

- 1-1. Recommendations to streamline governmental rules, regulations and guidelines are prepared.
- 1-2. Recommendations to improve technical guidelines are prepared.
- 1-3. Recommendations to develop strategy for mobilizing financial resources for restoration are prepared.

Indicator 1-1. Recommendations to streamline governmental rules, regulations and guidelines are prepared (Level of Achievement: High)

As the first step of activities for the Output 1, the legal documents including the four laws and regulations, and the 10 guidelines related to rehabilitation / restoration of degraded areas in national park areas were collected and reviewed (**Table 6**).

Table 6 List of collected and reviewed laws, regulations and guidelines related to restoration

Title	
<i>Laws and regulations</i>	
1	Act No. 5 / 1990 on Conservation of Living Resources and their Ecosystems
2	Act No.41 / 1999 on Forestry
3	Governmental Decree No. 68 / 1998 on Natural Protection Areas and Natural Conservation Areas
4	Forestry Minister’s Decree No. 56 / 2006 on Zoning Guideline for National Park
<i>Guidelines</i>	
1	Governmental Decree No. 76 / 2008 on Forest Rehabilitation and Reclamation
2	Forestry Minister’s Decree No. 70 / 2008 on Technical Guideline on Forest and Land Rehabilitation
3	Forestry Minister’s Decree No. 32 / 2009 on Formulation Process of Technical Plan of Forest and Land Rehabilitation in Watershed Areas
4	Forestry Minister’s Decision No. 8205 / 2002 on Guideline on Rehabilitation inside National Park Areas
5	DJ PHKA’s Decree No. 86 / 2007 on Technical Instruction on Rehabilitation of Habitat in Conservation Areas
6	Forestry Minister’s Decree No. 26 / 2010 on Revision of the Forestry Minister’s Decree No. 70 /

2008 on the Technical Guideline on Forest and Land Rehabilitation

- 7 Forestry Minister’s Decree No. 35 / 2010 on Revision of the Forestry Minister’s Decree No. 32 / 2009 on Formulation Process of Technical Plan of Forest and Land Rehabilitation in Watershed Areas
- 8 Forestry Minister’s Decree No. 37 / 2010 on Formulation Process of Management Plan of Forest and Land Rehabilitation
- 9 Forestry Minister’s Decree No. 38 / 2010 Formulation Process of Annual Plan of Forest and Land Rehabilitation
- 10 Forestry Minister’s Decree No. 39 / 2010 on General Method, Criteria and Standard for Forest Rehabilitation and Reclamation

After the review and analysis, the results and recommendations to streamline those laws, regulations and guidelines were summarized into a report titled ‘*A Review on the Governmental Guidelines on Restoration of Ecosystems in Conservation Areas (Draft)*’ in three languages; i.e.English, Indonesian and Japanese in November 2010. The contents of the recommendations are summarized as below:

- 1) *Improvement of technical terms*
- 2) *Early issuance of guidelines on restoration in conservation areas*
- 3) *Introduction of assisted natural regeneration system*
- 4) *Technical development for rehabilitation / restoration in semi-arid zone and introduction of the said technology into guidelines*
- 5) *Survey and collection of traditional knowledge / technologies on forest rehabilitation / restoration and introduction of them in the guidelines.*

Indicator 1-2. Recommendations to improve technical guidelines are prepared (Level of Achievement: High)

Before initiating activities related to this indicator, the Project identified necessary techniques for restoration of the project sites in the five national parks with the assumption that these techniques could be applicable to all the national parks in the country (**Table 7**).

Table 7 Required restoration techniques for project sites

Techniques	National parks
1 Mangrove restoration	Sembilang
2 Forest fire prevention and suppression	Bromo Tengger Semeru, Manupeu Tanah Daru
3 Forest conservation with people’s participation	All (Sembilang, Gunung Ciremai, Gunung Merapi, Bromo Tengger Semeru, Manupeu Tanah Daru)
4 Restoration of tropical mountain forests	Gunung Ciremai, Gunung Merapi
5 Restoration of tropical monsoon forest	Manupeu Tanah Daru

Based on the techniques identified above, 16 guidelines were collected and reviewed, i.e. six (6) for

mangrove restoration, three (3) for forest fire control, three (3) for community participation in forest conservation, four (4) for forest rehabilitation / restoration(**Table8**).

Table 8 List of collected and reviewed technical guidelines

	Title	Organization	Year
<i>Mangrove restoration</i>			
1	Silviculture manual for mangroves	The Development of Sustainable Mangrove Management Project (DEPHUT-JICA)	1999
2	Nursery manual for mangrove species at Benoa Port in Bali	The Development of Sustainable Mangrove Management Project (DEPHUT-JICA)	1997
3	Guideline on Forest and Land Rehabilitation	MoF (Forestry Minister's Decree No. 70 / 2008)	2008
4	Manual on guidelines for rehabilitation of coastal forests damaged by natural hazards in the Asia-Pacific Region	ISME and ITTO	2009
5	Green coast for nature and people after the tsunami – Best practice guidelines on restoration on mangroves in tsunami affected areas	Oxfam Novib	?
6	An integrated ecosystem approach	Coastal Wetlands	2009
<i>Forest fire control</i>			
7	Manual umum pemadaman kebakaran hutan (General guideline on forest fire prevention)	Forest Fire Prevention Management Project (Phase II) (PHKA-JICA)	2003
8	Forest fire control	MoF (Forestry Minister's Decree No. 12 / 2009)	2009
9	ITTO's guidelines on forest fire management in tropical forests	ITTO	1997
<i>Community participation in forest conservation</i>			
10	Model kampung konservasi (MKK) – Saling percaya dan menghargai perspektif yang berbeda (Model community conservation – Mucual brief and respect different perception)	The Project on Gunung Halimun-Salak National Park Management (MoF and JICA)	2009
11	The guideline by ESP		
12	Guidelines on forest landscape restoration on Indonesia	National Working Group on Landscape Restoration in Indonesia	2009
<i>Forest rehabilitation / restoration</i>			
13	The technical guideline on forest and land rehabilitation	MoF (Forestry Minister's Decree No. 70 / 2008)	2008
14	ITTO guidelines for the restoration, management and rehabilitation of degraded and secondary tropical forests	ITTO	2002
15	Kondisi vegetasi dan panduan inisiasi restorasi ekosistem hutan di bekas areal kebakaran Bukit Pohen cagar alam batukahu Bali (The condition of vegetation and the guideline on restoration of forest ecosystem at the burned areas inside Bukit Pohen Nature Reserve in Bali Province)	Sutomo	2009
16	Stimulating natural regeneration	Holz, S. and Placci, G.	2003

The review of each guideline in the table above was summarized in the report titled "A Review on

Applicable Technologies to the Restoration of Degraded Areas (draft)” in three languages; i.e. English, Indonesian and Japanese in October 2010. Again discussions were made in the report following the five restoration techniques identified in **Table 7** and three recommendations were drawn as the results of the activity as summarized below:

- 1) *Several guidelines produced in the past regarding mangrove restoration, forest fire control and people’s participation in forest conservation are applicable for the Project but if there are technical matters which those guidelines do not cover, other guidelines reviewed in this report should be examined for application*
- 2) *It is necessary to modify the guidelines in order to fit the applied sites after studying well their natural, socio-economic and cultural conditions*
- 3) *It is required to create site specific restoration guidelines specifically applicable to tropical mountain forests and tropical monsoon forests based on the results of the model site activities of the restoration project.*

Indicator 1-3. Recommendations to develop strategy for mobilizing financial resources for restoration are prepared (Level of Achievement: Fair)

Since the commencement of the Project, there have been a number of cases in introducing funds from the private sector as indicated below:

Table 9 Cases of fund mobilization with private sector

No.	Year	Company	Project site (NP)	Activity
1	2010	PT Yamaha Musik Indonesia	Gunung Ciremai	Tree planting ceremony
2	2011	PT Yamaha Musik Indonesia	Gunung Ciremai	Restoration, Tree planting ceremony
3	2011	Sumitomo Forestry Co., Ltd.	Bromo Tengger Semeru	Training for forest fire control
4	2012	PT Yamaha Musik Indonesia	Gunung Ciremai	Restoration
5	2012	Sumitomo Forestry Co.,Ltd. and Mitsui Sumitomo Insurance Co.,Ltd.	Gunung Merapi	Restoration
6	2012	Sumitomo Forestry Co., Ltd.	Bromo Tengger Semeru	Training for forest fire prevention

Apart from the above cases, the Project has also extended its collaboration with multi-sectors as stated below:

- The Restoration Seminar in Jakarta in January 2012 attended by Udayana University, Yamaguchi University (Japan), Forest Research and Development Center of the MoF, UNESCO Conservation Project, PT. Yamaha Musik Indonesia, Sumitomo Forestry Co., Ltd.,

Mitsui-Sumitomo Insurance Co., Ltd. and the Forestry Agency (Japan).

- Collaboration with LIPI for formulating a draft guide book for restoration plants through field survey in the project sites.

The project is planning to formulate a report on participating methods / processes of private companies based on the experience stated above and share it with the MoF. Recommendations to develop strategy for mobilizing financial resources for restoration are expected to be covered in the report.

Overall achievement level of Output 1: Relatively High

The achievement level for the Output 1 can be regarded as '*Relatively high*'. The most significant outcome of the activities under the Output 1 is that the terms / techniques of "natural regeneration" and "restoration" were newly stipulated in the Article 29 of the Governmental Decree No. 28/2011 on "Management of Nature Protection Areas and Nature Conservation Areas" (regulated by the President on 19 May 2011 and issued by the Minister of Legal Issue and Human Right). This was realized by the aforementioned activities of the review and analysis of the relevant laws, regulations and guidelines, and through a presentation by the JICA expert on the new concept of "restoration" to the C/P in 2010.

Based on the above mentioned Governmental Decree, a relevant regulation of the MoF will be formulated/regulated through discussions led by the C/P agency, i.e. the Directorate of Conservation Area and Protection Forest Development.

4.3.2. Achievement of Output 2

The Output 2, i.e. "**Restoration plans of degraded land in the model sites are developed.**" is designed to be measured by the following objectively verifiable indicators.

2-1. Processes of making restoration plan are documented.

2-2. The restoration plans of each site are prepared.

Indicator 2-1. Processes of making restoration plan are documented (Level of Achievement: High)

Prior to initiate the processes for restoration plan preparation, local consultants were hired with the contract covering October 2010 to March 2011. The restoration plan in each project site was developed following the ten processes shown in **Table 10**.

Table 10 Processes for restoration plan preparation

Process	
1	Identification of trial restoration sites in each project site
2	Inception meeting (Explanation on project activities to relevant institutions and local communities)
3	Outline survey inside and surrounding areas of trial restoration sites (Data and information in biophysical, socio-economic and cultural aspects)
4	Establishment of the boarder and mapping of each restoration site
5	Formulation of working groups mainly consisting of local community members
6	Baseline survey
7	Study tour
8	Preparation of draft annual restoration plan in each restoration site
9	Workshop and discussion on the above restoration plans
10	Final meeting

The details of each process in the table above have already been documented in the reports. It is recommended to streamline the processes and publicize them so that the experience can be shared with the relevant institutions.

Indicator 2-2. The restoration plans of each site are prepared (Level of Achievement: High)

As mentioned in the previous section, the processes for preparing the restoration plans in each project site were made and the plans were prepared basically in English, Indonesian and Japanese³ in the 2010. The principal contents of the plans are as follows:

Table 11 Major contents of restoration plan

Contents	
1	Target area for restoration in each project site
2	Map and area
3	Methods of restoration, e.g. assisted natural regeneration, enrichment planting, planting
4	Techniques for planting (planting layout, spacing, species)
5	Labour
6	Cost
7	Work schedule

³Restoration plans for some sites were prepared only in Indonesian and Japanese.

Overall achievement level of Output 2: High

As already mentioned, the processes for preparing the restoration plans were clearly identified and documented, and the restoration plans of degraded land in the model sites were once developed following the identified processes in the 2010. Based on the restoration plans, the restoration designs were developed by the contracted local consultants and the National Expert in each project site in the 2011. However, as the said restoration designs were too general and not practical for actual application, a flow chart of the restoration design was formulated and was provided to each project site for implementation in the 2012. As a result, the Project finally developed the restoration plans for degraded areas in the project sites in a successful manner. Therefore, the overall achievement level of the Output 2 is regarded as '*High*'.

4.3.3. Achievement of Output 3

The Output 3, i.e. "**Restoration activities in the model sites are implemented.**" is designed to be measured by the following objectively verifiable indicators.

- 3-1. Results of the training are recorded.
- 3-2. Final report compiling the result of restoration activities including the restored area is submitted to the ministry.
- 3-3. Restoration model(s) in each site is established.

Indicator 3-1. Results of the training are recorded (Level of Achievement: High)

The training was conducted basically on five topics, i.e. i) baseline survey, ii) study tour, iii) restoration techniques, iv) restoration plant identification and photography, and v) forest fire control in each project site of the five national parks (**Annex 9**). The major target of the training was the staff members of national parks and working group members with supplemental groups such as university students and the Project's staff members. So far, the 19 training courses have been held for the five project sites and a total of 537 people have attended the courses. The details of the trainings which identify the areas for further improvement are well documented in the reports prepared by the contracted local consultants for 2010 and 2011, and by the JICA experts and the Project's national staff members for 2012.

Indicator 3-2. Final report compiling the result of restoration activities including the restored area is submitted to the ministry (Level of Achievement: N/A)

No particular activity related to this indicator has yet been initiated as it is scheduled in the last year of the project life.

Indicator 3-3. Restoration model(s) in each site is established (Level of Achievement: N/A)

No particular activity related to this indicator has yet been initiated as it is scheduled in the last year of the project life.

Overall achievement level of Output 3: High

The achievement for the Indicator 3-1 is judged as ‘*High*’ because various trainings have been conducted as planned and the results were well documented. Since the activities set for the Indicators 3-2 and 3-3 have yet been initiated due to the activity plan or schedule, it is impossible to judge the achievement level at this moment. Therefore, it is reasonably considered that the overall achievement level of the Output 3 is regarded as ‘*High*’.

4.4. Achievement of the project purpose

The project purpose was set as “**Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.**” The following two criteria are listed as objectively verifiable indicators to judge the achievement level of the project purpose.

1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place.
2. Relevant stakeholders are equipped with capacity to develop the restoration activities.

Indicator 1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place (Level of achievement: Relatively High)

The basic approach for restoration guideline formulation was identified as i) Proposing methods & techniques (hypothesis) in the draft guideline, ii) field application of proposed methods and techniques in the five project sites, iii) verification / modification, iv) guideline formulation. Following the basic approach, the Project developed the first draft of the restoration guideline in Japanese language, which covered several restoration designs for trial restoration in the project sites in the latter half of 2011. The version was later translated into Indonesian language, and was modified and reorganized as the second draft in December 2011. The proposed methods and technologies in the guidelines are being verified through trial restoration in the project sites. The monitoring mainly for data collection in the trial restoration areas was once conducted between July and September 2012 and also planned in December 2012. The draft guideline will be improved/revised based on the result of the monitoring and will finally be compiled in the last year of the Project as scheduled. The guideline is to be shared with the Indonesian Government for enhancement of restoration technologies. As the process of the activities is on the right track and the

guideline is likely to be prepared, it is judged that the achievement level for this indicator is '*RelativelyHigh*'.

Indicator2.Relevant stakeholders are equipped with capacity to develop the restoration activities (Level of achievement: Relatively High)

The C/P of the five target national parks and the working groups are currently fully involved in trial restoration activities. As already stated in '4.3.3. Achievement of Output 3', there have been 19 training courses on the five topics arranged by the Project and a total of 537 people has attended. Although it is rather difficult to assess to what extent the capacity of the relevant stakeholders have been enhanced, there are some signs observed in the field and opinions raised through interviews and questionnaire survey, which indicate capacity had been built. For example, the results of the interviews and questionnaire survey with / to the staff members of the target national parks show the following techniques have been transferred; e.g. baseline survey method, nursery management, plant management, plant experiment, monitoring, tree species identification and photography, forest restoration techniques, ecosystem observation, lake restoration and sediment control, communication with local people, local people facilitation, conflict management, project management, etc. As for the WG members, it can be judged that part of the above mentioned techniques have been learnt; e.g. nursery management, plant management, plant experiment, etc. However, in addition to the these technical aspects, some of the national park office staff very much appreciates the WG members' change in awareness and attitude, as part of capacity, not only towards the Project activities but also rural development by their own. It is, therefore, expected that further capacity development shall last during the course of the Project.

Overall achievement level of the project purpose: Relatively High

Although the Project is just at the middle of its cooperation period of five year, the current situations of the two indicators for the project purpose as well as the performance of the three expected outputs suggest that the approach and implementation of activities are on the right track and the project purpose is predicted to be achieved to a high degree by the end of the project period.

4.5. Implementation process

Related to the implementation process, there are some issues to be considered as important as stated below:

(1) Frequent C/P change

Relatively frequent staff change has been observed both at the HQ and national park offices. The four

Site Managers out of five national parks have been replaced so far. Thus, it is sometimes difficult to ensure continuity of activities, otherwise the relevant stakeholders such as the Project's national staff need to spare huge time to brief on the Project, and moreover capacity development of the C/P is hindered as well.

(2) Efficient utilization of local human resource

This Project is expected to implement a wide variety of activities with the relatively small number of the long-term JICA experts. The Chief Advisor's dispatch period is limited to 10 months per year according to the JICA regulation. For supporting the Project activities, more national staffers are employed than other projects including a National Consultant (retired PHKA official), a National Expert (retired PHKA official), a Technical Assistant, a Field Assistant, a Secretary and a Driver in the Project Office. Moreover, the Field Managers are allocated in each project site to coordinate the activities with the national park offices.

(3) Involvement and communication among the key stakeholders

The Project involves various stakeholders such as the MoF, national park offices, other relevant governmental organizations, relevant universities, private companies, JICA HQ and the JICA Indonesia Office. The JCC and other important meetings such as the Project Meeting were relatively well attended by the key stakeholders. However enhanced communication and dialogues particularly with the relevant section of the HQ of the MoF is required.

(4) Introduction of innovative and adaptive technology for restoration

It is observed that the Project has been actively trying to introduce innovative and adaptive technologies for restoration in each project site. It is important to carefully monitor the effectiveness of applied technologies and to analyze the result in order to confirm the applicability of them to other degraded areas.

5. Evaluation results

5.1. Relevance

Summary: Relevance is 'High'. The Project is well aligned with the national development policies of Indonesia as well as with the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view.

(1) Consistency with the needs in Indonesia

Indonesia enjoys the world's third largest tropical forest of 123 million ha of which 1.08 million ha per year (2000-2005) had been deforested mainly due to development of forest areas, forest fires and conversion of forest lands to agricultural lands. As the result, the degraded forest area has reached 59 million ha, in other words 48% of the country's total forest area had been degraded. To strengthen restoration activities in national parks which have high priority for restoration can meet the needs of beneficiaries such as national park offices, local communities and visitors.

(2) Relevance to development plans of Indonesia

The Overall Goal and the Project Purpose are well aligned with the national plans of Indonesia. Improvement of natural resources and environmental management is included as one of the eight National Development Missions of the National Development Vision and Mission for 2005-2025. In addition, 'environment and natural disasters' is one of the National Priorities stated in the Mid-term Development Plan for 2010-2014. Furthermore, the Strategic Plan 2010-2014 by PHKA sets a target of 'ensuring ecosystem restoration in four locations of conservation areas'.

(3) Relevance to Japan's ODA policy towards Indonesia

The Overall Goal is consistent with the ODA policies of Japan. According to the 'ODA Charter' issued by the Government of Japan, addressing global issues including 'global warming and environmental problems' is one of the priority issues. Again, the Country Assistance Guideline towards Indonesia (2012) indicates that Japan shall extend its assistance to contribute capacity building on global issues such as environmental conservation and climate change.

(4) Responsiveness to the needs of the target groups

The target groups of the Project are defined as the C/P staff of PHKA, staff and stakeholders (local government, local community, etc.) of the project sites. The Project aims at strengthening capacity of relevant stakeholders for restoration of degraded land in conservation areas. The needs of the target

groups particularly C/P staff of PHKA are also concerned with the capacity building on restoration of degraded land in conservation areas as indicated in the fact that the Indonesian Government issued the Governmental Decree No. 28 entitled as “Management of Nature Protection Area and Nature Conservation Area in May, 2011, which regulate recovery of ecosystems in conservation areas. As for other stakeholders such as the local governments and local communities, the capacity building on restoration of degraded land in conservation areas is also well aligned with their needs as those stakeholders will be benefited from the national parks in future; e.g. through development of ecotourism. Therefore, it can fairly say the Project is well addressing the needs of the different target groups.

5.2. Effectiveness

Summary: Effectiveness is ‘Relatively high’. The project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good.

(1) Prospect of the achievement of the project purpose

The project purpose is “**Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened**”. As for the institutional aspect of capacity building, the most significant attainment so far is that the Governmental Regulation No. 28 was issued in 2011 which newly regulate natural succession and restoration. For the technical aspect, it is observed that human resources centering on the staff of the Ministry’s HQ and national park offices as well as the local working groups have, to a considerable extent, been developed. Technical transfer and guidance from the Japanese experts, local consultants, and Project’s national staff to the C/P and working groups as well as from the C/P to the working groups have been smoothly conducted. From the financial point of view, the initiative collaborating with the private sector, i.e. Japanese private firms, are going well and further collaboration particularly with the local private sector is expected to be elaborated. The project purpose is expected to be achieved to a high degree by the end of the project period.

(2) Project management system

While the JCC Meeting which is, in principle, held once a year and where important issues are discussed, it is worth noting that the Project Meeting is regularly conducted, on average, three times a year. It is currently the major opportunity for the overall monitoring of the activity performance and implementation process. The both meetings are participated by the C/P (both Ministry’s HQ and national parks) and the Project Office staff (JICA experts, national staff and field

managers). However, the C/P at the central level has not fully attended in the meetings. Meanwhile, the day-to-day activities in the field are jointly monitored by the C/P and field managers. The JICA experts and national staff members also regularly visit the project sites for the monitoring purpose.

Communication amongst the relevant stakeholders both at the central and field levels is assessed as relatively good, but more active participation of the central level C/P is required.

(3) Contributing and hindering factors to effectiveness

The contributing factor to effectiveness is, firstly, the one related to smooth and effective communication between the Project and its C/P organization, i.e. the MoF. As stated in '**4.3.1 Achievement of Output 1**', one of the achievement for the Output 1 was that the new Governmental Decree No. 28 in which the concept of 'natural regeneration' and 'restoration' were first mentioned in Indonesia was issued. This was attained because the National Expert, one of the national staff at the Project Office, was a member of the committee for discussing the new decree and also the Directorate of Conservation Areas and Protection Forest Development invited the JICA experts to a meeting to formulate the decree.

A flexible approach to the local working groups is considered as the second contributing factor. The Team observed very enthusiastic and active group members in the project sites, particularly in Bromo Tengger Semeru National Park. At the beginning of the support for the communities, the Project was required to cover their allowance as part of incentives so to encourage the locals to involve the process. During the course of the implementation, the approach has been slightly modified to make the group members more self-reliance. The national park offices also have made their best efforts to support the groups, e.g. in a way to cover part of the allowance.

Significant and clear hindering factors to effectiveness have yet been confirmed so far.

5.3. Efficiency

Summary: Efficiency is 'Fair'. The inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. A large scale eruption in Gunung Merapi NP was a hindering factor of efficient implementation of activities.

(1) Provision of inputs

The inputs from Japan, i.e. dispatch of experts, procurement of equipment, financial support, and training for C/P in Japan, were generally provided as planned except for dispatch of short-term

experts. According to the PDM, experts for four fields are supposed to be assigned but no field has been fulfilled. Instead, the Project hired contracted local consultants for 2010 and 2011, and several national staff members. As for the training in Japan, some participants considered the period was rather short but this was due to the arrangement by the Indonesian Government.

Meanwhile, the inputs from the Indonesian side in terms of assignment of C/P were generally provided as planned. However, relatively frequent transfer of the C/P, particularly those who had already attended training courses in Japan and enhanced their capacity, to some extent, influenced efficient implementation of the activities. Furthermore, the delay in disbursement of financial contribution including the counterpart budget due to a registration related problem in the Ministry of Finance has also caused negative effects on the Project.

(2) Contributing and hindering factors to efficiency

A flexible human resource arrangement of the Project Office can be one of the contributing factors in terms of efficiency. As seen in difficulty in dispatch of JICA short-term experts and also limited number of the long-term experts, there was a need to accommodate the expertise for the relevant fields. For the purpose, the Project hires four technical national staff members such as a national expert, a national consultant, a technical assistant and a field assistant. Particularly, both the national expert and consultant are retired officers from the MoF and huge contributions to the Project implementation are clearly confirmed. Thus, it can be reasonably said that the Project is making full use of the local human resources.

As for the hindering factor of efficiency, a large scale eruption occurred in October 2010 in the project site of Gunung Merapi NP and prohibited anyone from entering the trial restoration sites during three to four months, which caused the delay in the planned project activities such as a survey and planning formulation.

5.4. Impact

Summary: Impact is 'Relatively high'. If the following three conditions; i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled, the overall goal will be achieved three to five years from now. Although it is too early to judge about the impacts, there are some obvious positive impacts already emerged particularly in terms of the WG members' awareness. No major negative impact has been observed.

(1) Prospect of achievement of the overall goal

The overall goal of the Project is set as “**Restoration of degraded land contributing to ecosystem health in conservation areas is promoted**”. It is presumed that the overall goal will be attained three to five years from the Project’s end in 2015 if the following three conditions will properly be fulfilled, i.e. i) needless to say, the project purpose is achieved, ii) based on the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”, a regulation of the MoF is formulated / regulated, iii) the MoF succeeds in securing institutional, technical and financial sustainability. In order to create such a situation, a favorable financial environment, for example, needs to be prepared through further collaboration with the private sector as well as other sources.

(2) Achieved impact

The Project envisaged that through participation in training and/or activities arranged by the Project, the working group members would be able to develop their capacity towards restoration of forests, degraded lands and/or ecosystems. It was observed and confirmed in the field that the local participants had indeed improved their knowledge and skills on what they learnt. However, it was also pointed out by the relevant stakeholders such as the C/P in national park offices and field managers that the more significant impact was change in their awareness and attitude towards restoration as well as livelihood. In the case of the project site in Bromo Tengger Semeru National Park, the WG members were very much motivated, self-confidence and self-respect after successful removal of floating plants (*Salvinia* sp.) from the lake surface in July 2012 and recently initiated patrolling for forest fire protection, monitoring of floating plants and soil sedimentation. The members are also producing bricks from the soil sedimented in the lake and have already used the bricks for constructing a toilet for tourists and also for developing the dumping ground. The impact, which might be an unintended one, is that the WG members contributed the cost (approx. IDR 1.2 million just for the toilet) for other materials such as cement, iron sheets for roofing, toilet pan. Again they have more ideas to develop an open space in the village into a parking lot for tourists. Meanwhile, in the project site in Manupeu Tanah Daru National Park, the WG members are producing seedlings using techniques learned through the training and getting profit by selling the seedlings.

It can be reasonably judged that the most remarkable unintended positive impact of the Project activities is that, as mentioned earlier in the section of ‘**4.3.1 Achievement of Output 1**’, the terms / techniques of “natural regeneration” and “restoration” had been newly regulated in the Article 29 of the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. This impact is hoped to further lead to the formulation of a regulation of the MoF.

As for another unintended impact, the Manupeu Tanah Daru National Park office prepared a proposal for new activities, whose major components are cut and carry system (intensive cattle husbandry) and biogas development, to mitigate the occurrence of forest fire and submitted the proposal to the Project Office. This case indicates that the national park office is not only keen to improve the activities but also demonstrating its ownership. This is obviously a good sign to enhance the sustainability of the ongoing activities.

No major unintended negative impact has been observed by the Team.

5.5. Sustainability

Summary: Sustainability is 'Fair'. Policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

(1) Policy and institutional sustainability

As often referred in this report, one of the most significant outcomes of the Project activities was that the terms / techniques of “natural regeneration” and “restoration” were newly regulated in the Governmental Decree No. 28 / 2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. This implies, in other words, the relevant policy or law that further supports the Project activities has been established. Again, the recent policy trend concerning conservation in nature and forests remains favorable for the Project.

Concerning assignment of the C/P, the Project Manager and the heads of national park offices (Site Managers) have been often transferred to other positions within a short period. Meanwhile, their staff members tend to remain at the same positions for relatively a long time.

(2) Technical sustainability

As already pointed out in ‘**4.3.3. Achievement of Output 3**’ as well as ‘**4.4. Achievement of the project purpose**’, since the commencement of the Project, huge efforts have been made for attaining capacity building for the relevant stakeholders through trainings, study tours, trial restoration activities in the project sites and so forth. It is believed that the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders even after the Project life. It was also revealed that technical transfer and development inside Indonesia was mostly possible through

introducing advanced techniques and know-how to the trial restoration in the project sites.

Regarding the equipment and machinery provided by JICA, it was confirmed that those have been well maintained mainly by the five national park offices, and is assumed that the condition will be sustained.

(3) Financial sustainability

There are two aspects related to the financial sustainability. The first is the counterpart budget whose disbursement has yet made but that is expected to be made next year. The activities by the C/P at the national park level are, to some extent, limited due to lack of fund for transport and allowances. If the counterpart budget is to be disbursed, not only the sustainability of the Project activities will be enhanced but also further positive impacts will be expected. The second one is the unit cost for plantation. The MoF has been conducting the Program of Forest and Land Rehabilitation (Rehabilitasi Hutan dan Lahan (RHL)) by utilizing the Reforestation Fund since several years ago. In the Five Years Forestry Development Plan, the President provided instruction of rehabilitation as large as 100,000ha inside the conservation areas every year. However, the standard cost for rehabilitation is very low, only IDR 4 million per ha, whilst IDR 13-15 million per ha is spent for the trial restoration in the project sites. As a result, the survival rate of planted trees under the RHL is averagely quite low due to insufficient maintenance. Considering the above financial situation, it is quite difficult for the MoF to sustain the results of the Project after the cooperation period, assuming the allocated budget remains the same.

The Project has been seeking opportunity to mobilize financial resources from outside and, as the results, it was successfully obtained private funds from PT. Yamaha Musik Indonesia, Sumitomo Forestry Co., Ltd. and Mitsui Sumitomo Insurance Co., Ltd. The three companies started restoration activities in the project sites as a part of their corporate social responsibility (CSR) activities through collaboration with the Project. It is, therefore, essential that the funding from the above private companies will continue their CSR activities with the relevant national park offices even after the Project's end. The MoF is also required to work and cooperate with the Project to mobilize external financial resources including from local private companies, local governments and other organizations.

6. Conclusions

The Project activities are being implemented as planned in the APO in spite of some obstacles. By the end of the Project, it is expected to produce a draft of the restoration guideline that covers necessary aspects (institutional, technical and financial). For this purpose, useful information and data are being accumulated through the trial restoration activities in the project sites for improvement of the restoration technology. Through these exercises, the project is producing satisfactory outcomes and expected to achieve the project purpose.

The Project is highly relevant to the national development policies of Indonesia as well as to the Japan's ODA policy towards Indonesia. It is also appropriately responding to the needs of the target groups in consistency with policy and also economic point of view. As for effectiveness, the project purpose is expected to be achieved to a high degree by the end of the project period. Monitoring for both overall management and activities in the project sites is appropriately being conducted. Communication amongst the relevant stakeholders both at the central and field levels is assessed as good. Regarding efficiency, the inputs from the Japanese side were generally provided as planned. As for the Indonesian side, relatively frequent change of C/P, prolonged vacancy of some posts and the delay in counterpart budget disbursement often stand as obstacles for the implementation. The impact of the Project is expected to be high if the following three conditions; i.e. i) the project purpose is achieved, ii) a regulation on restoration is formulated / regulated by the MoF, iii) the MoF succeeds in securing institutional, technical and financial sustainability, are fulfilled. In terms of sustainability of the Project, Indonesian policy sustainability is rather high as a relevant law that further supports the Project activities has been established. Institutional sustainability needs to be improved by considering the frequent change of the C/P. For technical sustainability, the techniques, knowledge and skills acquired will be maintained by the relevant stakeholders. Financial sustainability needs to be improved by securing the counterpart budget next year and mobilizing more external funds from private companies, local governments and other organizations.

7. Recommendations and lessons learned

7.1. Recommendations addressed to the Project

- 1) It is noted that the Project has prepared the restoration plans for each site and, through this exercise, identified important ten processes for preparing the restoration plans. It is recommended to formulate a guideline in accordance with the identified ten processes and publicize it to share with the relevant institutions.
- 2) The Project developed and held various useful training courses mainly for the staff of national parks and working group members. The results of the training are well compiled and recorded.

The training is well appreciated as part of capacity development for enhancing skills for restoration which contributes to livelihood improvement of local communities. It is recommended that the Project should continue the same or higher level of input for capacity development.

- 3) The Project involves various stakeholders such as the MoF HQ, national park offices, other relevant governmental organizations, relevant universities, private companies, and local communities. In order to achieve the project purpose, the MoF HQ is expected to play a key role to coordinate among the relevant stakeholders. It is recommended that communication and dialogues between the MoF HQ and other stakeholders should be enhanced.
- 4) It is observed that the capacity of the staff in five national parks and the WG members is being enhanced through the participation in the Project activities. It is recommended that PHKA should formulate the strategy for capacity development of the entire organization based on the experience obtained through the Project activities and that the “Restoration Guidelines” should include the important elements for capacity development.
- 5) Although the project is developing site-specific restoration techniques such as assisted natural regeneration, enrichment planting, and planting patterns (line planting, spot planting, random planting), there are common elements which can be applicable to other degraded areas under the similar conditions. Therefore, it is recommended that the draft of Restoration Guideline to be developed by the Project should include such elements for wider application to other national parks.
- 6) It is recommended to change the contents of the PDM as follows:
 - The term “model sites” should be changed to the “project sites” because, in general, the “model” means something which is established as a result of trials. Since the Project is still in the process of establishing the model, therefore, it is appropriate to use the term of the “project sites”.
 - For the same reason, the term “demonstration activities” should be also changed to the “trial restoration activities”.

The proposed modification is indicated in the attached PDM (**Annex 2**).

7.2. Recommendations addressed to the MoF

- 1) The Project conducted the review and analysis of the relevant laws, regulations and guidelines, and made a proposal on the new concept of “Restoration” to the C/P. As a result, “Natural Regeneration” and “Restoration” were newly regulated in the Article 29 of the Governmental Decree No.28/2011 on “Management of Nature Protection Areas and Nature Conservation Areas”. In order to accelerate restoration activities in the country, it is recommended that a

Forestry Minister's decree should be formulated as earlier as possible.

- 2) The Project is making good efforts in collaborating with the private sector to introduce external financial resources for restoration. In order to secure sustainability of restoration activities, it is recommended that the MoF should strengthen its effort to mobilize finance from various sources.
- 3) It is observed that the delay in allocating counterpart budget has caused some negative effects in implementing the Project activities. It is recommended that the MoF should make further efforts to secure the appropriate amount of the counterpart budget.

Annex 1 Schedule of the midterm review

Date	Day	Time	Content	Venue	Lodging
9/16	Sun		Transfer (Narita to Jakarta) (Consultant Mr. Fukuyama)	Plane	Jakarta
9/17	Mon	AM	Meeting w/ Project, Courtesy call to MoF (Project Director, Project Manager)	Project Office, MoF	Jakarta
		PM	Interview with JICA experts	Project Office	
9/18	Tue	AM	Interview with P/J national staff	Project Office	Jakarta
		PM	Interview with JICA experts	Project Office	
9/19	Wed	AM	Interview with C/P (Project Manager, staff)	MoF	Jakarta
		PM	Report preparation	Project Office	
9/20	Thu	AM	Transfer (Jakarta to Malang)	—	Malang
		PM	Courtesy call on The Head of National Park and Interview to Local Counter Parts	Malang	
9/21	Fri		Visit to Trial Restoration Site in Bromo Tengger Semeru National Park	Bromo Tengger Semeru NP	Malang
9/22	Sat		Transfer (Malang to Jakarta)	—	Jakarta
9/23	Sun		Transfer (Narita to Jakarta) (JICA Mission)	—	Jakarta
9/24	Mon	AM	Courtesy call on JICA Indonesia Office	JICA Indonesia Office	Jakarta
		PM	Meeting with Indonesian Midterm Team, Courtesy call to MoF (Project Manager)	Project Office, MoF	
9/25	Tue	AM	Interview with JICA experts	Project Office	Jakarta
		PM	Interview with P/J national staff	Project Office	
9/26	Wed	AM	Meeting with Indonesian Review Team	Project Office	Jakarta
		PM	Meeting with Indonesian Review Team	Project Office	
9/27	Thu	AM	Transfer (Jakarta to Denpasar)	—	Sumba Is. (Waikabubak)
		PM	Transfer (Denpasar to Sumba Island, Tambolaka), Courtesy call on Head of NP Office, Interview with C/P and Field Manager	Manupeu Tanah Daru NP Office	
9/28	Fri	AM	Visit to Trial Restoration Site in Manupeu Tanah Daru National Park	Manupeu Tanah Daru NP	Sumba Is. (Waikabubak)
		PM	Meeting with WG members, Field Manager	Manupeu Tanah Daru NP	
9/29	Sat		Transfer (Sumba Island to Jakarta)	—	Jakarta
9/30	Sun		Report preparation	—	Jakarta
10/1	Mon	AM	Interview with PT. Yamaha Musik Indonesia	Yamaha Musik	Jakarta
		PM	Report preparation, Courtesy to Int'l Cooperation Agency, MoF	MoF	Jakarta
10/2	Tue		Meeting with Indonesian Review Team on report preparation	Project Office	Jakarta
10/3	Wed		Meeting with DG Internal Meeting by both Evaluation Team Making Draft M/M	Project Office	Jakarta
10/4	Thu		M/M signing		Jakarta
10/5	Fri		(Report to Japanese Embassy and JICA)(JICA Mission)	Japanese Embassy, JICA Indonesia Office	Jakarta
10/6	Sat		Transfer (Jakarta to Narita) (JICA Mission)	—	

Annex 2 Project Design Matrix (PDM)

Project title: Project on Capacity Building for Restoration of Ecosystems in Conservation Areas
 Project period: 15 March 2010 to 14 March 2015
 Executing agency: Directorate General of Forest Protection and Nature Conservation,
 Ministry of Forestry

Target area: Jakarta (PHKA), the model sites (national parks)
 Target group: Counterpart staffs of PHKA, Staffs and stakeholders
 (local government, local community, etc.) of the **project** sites

PDM version:
 Date:

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Restoration of degraded land contributing to ecosystem health in conservation areas is promoted.	1. Restoration plan(s) of other national parks reflecting the result of the project are prepared. 2. Restoration activities reflecting the result of the project are initiated in other national parks.	1. Restoration plan(s) of other national parks 2. Tracking survey 3. Questionnaire to the project stakeholders	Additional financial and resources are mobilized
Project Purpose			
Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened.	1. A draft of Restoration Guideline that covers the necessary aspects (institutional, technical and financial) is in place. 2. Relevant stakeholders are equipped with capacity to develop the restoration activities.	1.1 Draft of Restoration Guideline 1.2a Questionnaire and/or interview to JICA experts and Indonesian stakeholders 1.2b Records of JCC meetings and workshops	The Ministry of Forestry continues to give high priority to land restoration of conservation areas in its policy.
Outputs			
1 Institutional framework for restoration of degraded land in conservation areas is enhanced.	1.1 Recommendations to streamline governmental rules, regulations and guidelines are prepared. 1.2 Recommendations to improve technical guidelines are prepared. 1.3 Recommendations to develop strategy for mobilizing financial resources for restoration are prepared.	1.1 Recommendation report 1.2 Recommendation report 1.3 Recommendation report	No major land use conflicts exist at the areas to be restored by the project
2 Restoration plans [of degraded land] in the project sites are developed.	2.1 Processes of making restoration plan are documented. 2.2 The restoration plans of each site are prepared.	2.1 Document of the planning process 2.2 Restoration plan	
3 Restoration activities in the project sites are implemented.	3.1 Results of the training are recorded. 3.2 Final report compiling the result of restoration activities including the restored area is submitted to the ministry. 3.3 Restoration model(s) in each site is established.	2.1 Training reports 2.2 Project reports 2.3 Ground check	

Activities	Inputs	
	Japanese side	Indonesian side
<p>0-1 Finalize the selection of national parks as the <u>project</u> site of the project.</p> <p>0-2 Monitor and evaluate progress of the project activities.</p> <p>0-3 Review both PDM and PO, and revise them, as needed, upon the approval from JCC.</p> <p>0-4 Share the project outputs with concerned Indonesian officials and donors by holding meeting(s)/workshop(s).</p> <p>1-1 Review governmental rules, regulations and guidelines relevant to restoration of degraded land to identify conflicts, gaps and overlaps among them.</p> <p>1-2 Identify useful technologies for restoration including those developed with JICA's assistance.</p> <p>1-3 Review the existing technical guidelines relevant to restoration.</p> <p>1-4 Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration.</p> <p>1-5 Prepare a draft of restoration guideline.</p> <p>2-1 Form working group(s) at each <u>project</u> site to plan and implement the <u>trial restoration</u> activities.</p> <p>2-2 Identify the target area for restoration in each <u>project</u> site.</p> <p>2-3 Review current restoration plans.</p> <p>2-4 Conduct workshop(s) attended by stakeholders to prepare draft restoration plans for the <u>project</u> sites.</p> <p>2-5 Review the restoration plans as needed.</p> <p>3-1 Conduct training for restoration.</p> <p>3-2 Implement the <u>trial restoration</u> activities for restoration at each <u>project</u> site.</p> <p>3-3 Monitor, evaluate and review the <u>trial restoration</u> activities.</p>	<p><u>Japanese experts (long-term)</u></p> <ul style="list-style-type: none"> - Chief advisor - Project Coordinator / Land Restoration <p><u>Japanese experts (short-term)</u></p> <ul style="list-style-type: none"> - Forest ecology - Remote sensing - Reforestation / Afforestation - Biodiversity conservation / Monitoring - Others <p><u>Machinery and equipment</u></p> <ul style="list-style-type: none"> - Vehicle(s) - Motor boat(s) - PC(s) - Others <p><u>Training</u></p> <ul style="list-style-type: none"> - Training in Japan or third country <p><u>Project budget</u></p>	<p><u>Counterpart</u></p> <ul style="list-style-type: none"> - Project director - Project manager - Site manager - PHKA officers - Staffs of the national parks as <u>project</u> site <p><u>Facility, machinery and equipment</u></p> <ul style="list-style-type: none"> - Project office, meeting room, necessary machinery and equipment <p><u>Project counterpart budget</u></p>

Note: The parts with red-color fonts demote the proposed modification from the previous version.

Annex3 Annual Plan of Operations (APO)

	2010				2011				2012				2013				2014				2015															
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2
0-1. Finalize the selection of national parks as the model site of the project																																				
(1) Visit the model site national parks.																																				
a. Interview staff of both national parks.	■																																			
b. Conduct field observation inside national parks.	■																																			
c. Collect related documents.	■																																			
(2) Finalize the selection of model sites through discussion in Joint Coordinating Committee (JCC) and other meetings.																																				
a. Hold a Project Meeting for a consensus.	■																																			
b. Hold JCC Meeting for final decision.	■																																			
0-2. Monitor and evaluate progress of the project activities.																																				
(1) Make documents and reports on project activities including field trips, meetings and progress of other activities.																																				
(2) Hold JCC Meetings at least once a year.																																				
(3) Hold Project Meetings once every three months for reviewing the project achievement and discussing the next steps.	■																																			
0-3. Review both PDM and PO, and revise them, as needed, upon the approval from JCC																																				
(1) Submit a proposal of revision on PDM/PO to a Project Meeting for a consensus.																																				
(2) Submit the proposal agreed by the above Project Meeting to a JCC Meeting for approval.																																				
0-4. Share the project outputs with concerned Indonesian officials and donors by holding workshop(s)/seminar(s)																																				
(1) Hold workshop(s)/seminar(s) inviting JCC members, NGO, private sectors and other donors to discuss project outputs and exchange related information.	■																																			
(2) Hold working groups' workshop(s) at Jakarta for sharing experiences and lesson learned.	■																																			
(3) Conduct public relations activities.																																				

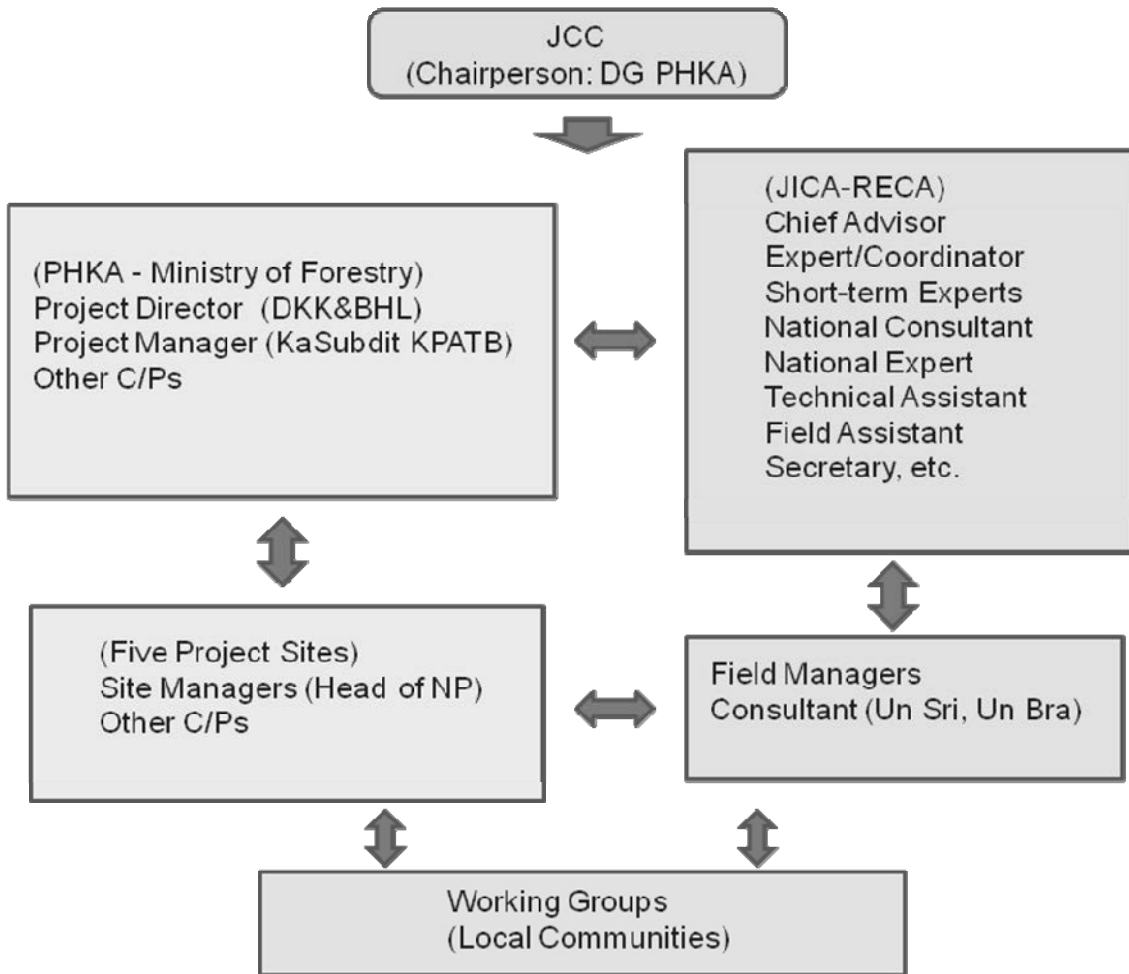
Planning ■■■■■
 Realization

	2010												2011												2012												2013												2014												2015	
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2		
Output 1: Institutional framework for restoration of degraded land in conservation area is enhanced.																																																														
1-1. Review governmental rules and regulations relevant to restoration of degraded land and identify conflicts, gaps and overlaps among them.																																																														
(1) Review governmental rules and regulations including Peraturan Pemerintah No.76/2008, Keputusan Menteri Kehutanan No. 8205/2002 and Peraturan DJ PHKA No. SK 86/2007..																																																														
a. Gather relevant governmental rules and regulations.																																																														
b. Share basic understanding on weaknesses and constraints in the above governmental rules and regulations through discussion inside the project.																																																														
(2) Conduct survey on the perception and requirement of stakeholders of model sites toward the above governmental rules and regulations.																																																														
a. Interview national park staffs and check the basic documents including parks borders, zoning, management plans and rehabilitation/restoration plans.																																																														
b. Interview other stakeholders including staff of local governments, NGO, and local people																																																														
c. Conduct site observation related to legal matters identified through above a. and b..																																																														
(3) Prepare/present recommendation papers for improving above governmental rules and regulations on restoration activities																																																														
a. Prepare recommendation papers for improving governmental rules and regulations.																																																														
b. Make presentation on the above recommendation papers in project meetings, JCC meetings, workshops/seminars and other occasions.																																																														
1-2. Identify useful technologies for restoration including those developed with JICA's assistance.																																																														
(1) Collect and analyze the reports of former projects with JICA's assistance to identify useful technologies.																																																														
(2) Hold meeting with stakeholders of former projects with JICA's assistance to obtain detailed information on useful technologies.																																																														
(3) Examine the specific technologies useful to restoration activities in model sites through field visit.																																																														
(4) Confirm the applicability of the above technologies through discussion with local consultants mentioned in 2-0																																																														
1-3. Review the existing technical guidelines relevant to restoration.																																																														
(1) Review the existing technical guidelines including Permenhut P. 70/2008 and Permenhut P. 32/2009.																																																														
a. Gather existing technical guidelines																																																														
b. Share basic understanding on weaknesses and constraints in the above technical guidelines through discussion inside the project.																																																														
(2) Identify weaknesses and constraints in the above technical guidelines in consideration (feedback) of the results of restoration activities in model sites.																																																														
a. Identify the technical problems based on the data analysis on the result of model site activities in collaboration with project members in the model sites.																																																														
(3) Prepare/present recommendation papers for improving technical guidelines based on the above (1) and (2).																																																														
a. Prepare recommendation papers for improving technical guidelines.																																																														
b. Make presentation of the above recommendation papers in project meetings, JCC meetings, Workshops/seminars and other occasions.																																																														
1-4. Examine potential financial resources including GERHAN, Reforestation Fund, private investment, and donor assistance to be utilized for restoration.																																																														
(1) Gather information on potential financial resources and study funding mechanisms.																																																														
a. Study the process/criteria on budget allocation and funding mechanism through documents and interview.																																																														
b. Study several examples funded by various types of fundings through site visit and interview.																																																														
(2) Search for possible financial resources from private sector and establish a partnership.																																																														
a. Introduce model site activities of the project to the potential private companies and involve them in restoration activities.																																																														
(3) Prepare/present recommendation papers for securing financial resources and expanding funding opportunities.																																																														
a. Prepare recommendation papers for securing financial resources and expanding funding opportunity.																																																														
b. Make presentation of the above recommendation papers in project meetings, JCC meetings, Workshops/seminars and other occasions.																																																														
1-5 Prepare a draft of restoration guideline																																																														
(1) Prepare a draft of restoration guideline from the point of view of rules and regulations, technologies and finance, based on the recommendation papers mentioned in 1-1.(4), 1-3.(3) and 1-4.(4) above as well as model site activities mentioned in the following 2-1 to 3-4																																																														

	2010				2011				2012				2013				2014				2015															
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2
Output 2: Restoration plans of degraded land in the model sites are developed.																																				
2-0 Utilize local consultants to support activities (contract with local consultants).																																				
2-1 Organize working group(s) at model sites to plan and implement the restoration activities.																																				
(1) Gather information on "what kind of working groups are possibly established or how existing working group can be utilized" by meetings.																																				
a. Hold meetings inside the project.																																				
b. Hold meetings with stakeholders of former projects with JICA 's assistance.																																				
c. Hold meetings with NGO and private sector.																																				
d. Hold meetings with local government.																																				
(2) Visit expected villages for observation and hold meetings with local people.																																				
(3) Study the methods to organize working groups including research activities in the villages.																																				
(4) Identify the members of each working group.																																				
(5) Formulate the internal rules and working plans of each working group describing possible activities and																																				
2-2 Identify the target areas for restoration in model sites.																																				
(1) Gather information on degraded areas in model sites.																																				
a. Hold meetings inside the project to obtain necessary information on degraded areas.																																				
b. Hold meetings with NGO and private sector to obtain additional information on degraded areas.																																				
c. Review related documents to check the consistency with border, zoning and other conditions.																																				
d. Interview academic to get additional information on degraded areas.																																				
(2) Analyze degraded areas by satellite images.																																				
(3) Ground check of the degraded areas identified through above (1) and (2).																																				
a. Field trip to check the identified degraded areas.																																				
b. Consult with stakeholders about the identified degraded areas.																																				
(4) Hold meetings inside the project to finalize the identification of target areas for restoration.																																				
(5) Conduct baseline survey on ecosystems in the target areas.																																				
(6) Conduct survey on ecosystems for comparing with the initial conditions in the target areas.																																				
2-3 Review the current restoration plans.																																				
(1) Review the current restoration plans and examine the roles of the identified target areas through activities of 2-2.																																				
(2) Make a draft of restoration plans in case current restoration plans are absent.																																				
2-4 Hold Local workshop(s) attended by stakeholders to discuss draft restoration plans for the model site.																																				
(1) Hold meetings with local communities including local governments to share the basic idea of draft restoration plans before workshops.																																				
(2) Hold workshops attended by stakeholders to modify and confirm draft restoration plans.																																				
2-5 Review the restoration plans as needed.																																				
(1) Revise or modify the restoration plans as needed based on the result of monitoring and evaluation mentioned in 3-3.																																				
2-6 Make documents of the planning process.																																				

	2010			2011			2012			2013			2014			2015									
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
Output 3: Restoration activities in the model site are implemented.																									
3-1 Conduct training for restoration including forest fire prevention to working group members.																									
(1) Establish several training courses for working group in model sites or utilizing existing training courses.																									
a. Design training courses.																									
b. Prepare resources for training courses including instructors and material.																									
(2) Conduct training at model sites.																									
a. Conduct training at model sites.																									
c. Conduct study tour																									
(3) Make training reports.																									
3-2 Implement the restoration activities at model sites.																									
(1) Implement the restoration activities in model sites based on the restoration plans.																									
a. Acceleration of natural regeneration process.																									
b. Production of seedlings at nurseries and/or collection of wild seedlings from natural stands.																									
c. Planting of seedlings at the target areas.																									
d. Maintenance and protection of the restored target areas.																									
3-3 Monitor, evaluate and review the restoration activities.																									
(1) Make periodical reports on monitoring and evaluation of restoration activities.																									
(2) Make the final report compiling the result of restoration activities.																									
4 Joint Coordinating Committee (JCC) Meeting.																									
5 Joint Mid-term Evaluation.																									
6. Joint Final Evaluation.																									

Annex4 Implementation structure



Annex5 Evaluation Grid

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method	
	Question	Sub-question					
Performance	Planned inputs	Have the Japanese JICA experts dispatched as planned?	—	● Records on Japanese JICA experts (Field, number, period, timing)	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, C/P training related reports, etc. ● C/P, JICA experts	Literature review, interview, site visit (facilities such as office), etc.	
		Have the equipment and machinery provided as planned?	—	● Records on procurement of equipment and machinery (type, quantity, amount, purpose)			
		Have the physical facilities provided as planned?	—	● Records on facilities (type, quantity, amount, purpose)			
		Has the counterpart training conducted as planned?	—	● C/P training record (position, number, period, subjects)			
		Have the budgets to cover operational costs allotted as planned?	—	● Activity cost record (budget, expenditure, contents)			
		Project management and supporting system	—	● Project organisation / Organisational chart, supporting system			
		Inputs by recipient government	—	● C/P allocation record (position, field, number, period, full time / part time) ● Provision of facilities such as office(s) ● Local cost record			
Performance	Prospect of producing the outputs	1. Institutional framework for restoration of degraded land in conservation areas is enhanced. 2. Restoration plans of degraded land in the model sites are developed. 3. Restoration activities in the model sites are implemented.	—	● Data / information for indicators ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.	
		Prospect of achieving the project purpose	'Capacity of relevant stakeholders for restoration of degraded land in conservation areas is strengthened'.	—	● Data / information for indicators ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
				—	● Outcomes, Activity achievement ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.
Implementation process	Scheduled activity implementation	Have the activities been timely implemented?	—	● Outcomes, Activity achievement ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, etc. ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.	
		Has there been any change in the activities and schedule of implementation from the original PO?	—	● Opinions of stakeholders	● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.	
	Technology transfer	Has the technical transfer been properly made?	—	● Records on technology transfer ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, C/P training related reports ● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.	
		Has the methods of the technology transfer been appropriate?	—	● Opinions of stakeholders	● C/P, JICA experts	Literature review, questionnaire survey, interview, site visit, etc.	
Any problem related to	Have the Project activities been properly	—	● Achievement of monitoring, Agenda	● Midterm Review Self Evaluation Table,	Literature review,		

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	the management of the Project	monitored? (Has the monitoring system been appropriate? How the PDM and PO are utilized? Has the supporting system of the Project been functional?)		and contents of regular meetings / JCC meetings ● Opinions of stakeholders	Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, Plan and achievement comparison table of PO and APO, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	questionnaire survey, interview, site visit, etc.
		Has the decision making mechanism of the Project been functional?	—	● Opinions of stakeholders ● Opinions of target groups	● C/P, JICA experts, JICA Head Office & Indonesia Office ● Target group members	Interview
		Has the communication among the JICA HQ, JICA country Office, the implementing agencies and the Project been smooth?	—	● Opinions of stakeholders	● C/P, JICA experts, JICA Head Office & Indonesia Office	Interview
		Has the communication among the Project personnel been smooth?	—	● Opinions of stakeholders ● Opinions of target groups	● C/P, JICA experts, JICA Head Office & Indonesia Office ● Target group members	Interview
	Commitment and awareness of the implementing agencies and target groups	Ownership of the implementing agencies has been appropriate? (participation to the activities, allocation of counterpart budget and C/P)	—	● Record on inputs by recipient government ● C/P allocation record ● Opinions of target groups ● Opinions of stakeholders	● Midterm Review Self Evaluation Table ● List of C/P allocation ● Target group members ● C/P, JICA experts	Literature review, questionnaire survey, interview, etc.
		Functions in overall planning, implementation, monitoring and co-ordination have been appropriate?				
	Collaboration with the stakeholders and co-operation with other aid agencies	Relation (collaboration or demarcation) with other relevant organisations and donors has been appropriate?	—	● Information / record on collaboration and co-operation ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
	Others	Problems raised during the implementation process and their causes	—	● Information on project activities ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	Interview
Relevance	Consistency with development policies of the recipient country	Are the 'Overall goal' and 'Project purpose' still consistent with the development plans of Indonesian Government?	Confirmation of details of development plan(s) and priority	● National and regional development policy, policy and plan of relevant sector (forestry) ● Information from stakeholders	● C/P organisation (Forestry Ministry) ● C/P, JICA experts, JICA Head Office & Indonesia Office	Literature review, interview
	Consistency with the Japan's foreign assistance policy for the recipient country	Is the Project priority in the Japan's foreign assistance policy and JICA's country programs?	Comparison in assistance policy between the beginning of the Project and present	● Information and documents at the ex-ante evaluation ● Relevant documents on assistance for Indonesia by Japanese Government and JICA ● Information from stakeholders	● Ex-ante Evaluation Report ● Japan's Foreign Assistance Policy, JICA's Country Assistance Program ● JICA Indonesia Office	Literature review, interview
	Consistency with the needs of the target area	Are the Project purpose and contents of the project consistent with the needs of the target	Degree of consistency with the needs	● Response to requests or needs by the target group	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting	Literature review, interview,

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method	
	Question	Sub-question					
		area/community and groups?		<ul style="list-style-type: none"> ● Opinions of target groups ● Opinions of stakeholders 	proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. <ul style="list-style-type: none"> ● Target group members ● C/P, JICA experts 		
	Appropriateness of the target group selection	Is the selection of target groups (beneficiaries) appropriate?	Appropriateness of size and characteristics of the target group	<ul style="list-style-type: none"> ● Opinions of target groups ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Target group members ● C/P, JICA experts 	Interview	
	Advantage of Japan's technologies / experiences	Are there effectiveness and/or technical know-how that Japan can extend?	Comparison with similar services provided in Indonesia	<ul style="list-style-type: none"> ● Past achievement and experience, and supremacy of assistance in the sector by the Japanese Government Supremacy ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview	
	Changes in the environment of the Project	Has there been any changes in the biophysical, socio-economic, political and other conditions assumed prior to the commencement of the Project?	Comparison with the situation at the ex-ante evaluation	<ul style="list-style-type: none"> ● Information and documents at the ex-ante evaluation ● Contents of relevant reports and discussions at meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview	
	Adequateness of the project planning	Were the implementation plan and approach adequate? (including logicity of PDM)	Confirmation of progress	<ul style="list-style-type: none"> ● Information and documents at the ex-ante evaluation ● Contents of relevant reports and discussions at meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Ex-ante Evaluation Report, R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview	
Effectiveness (prospect)	Prospect of achieving the Project purpose	Is the prospect of achieving the Project purpose considered to be high comparing the achievement of inputs and outputs, and the progress of activities	Comparison with the data / information for indicators	<ul style="list-style-type: none"> ● Data / information for indicators ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, questionnaire survey, interview, site visit, etc.	
	Appropriateness of setting the outputs to achieve the Project purpose	Are the outputs necessary conditions of achieving the project purpose	Comparison with the data / information for indicators	<ul style="list-style-type: none"> ● Data / information for indicators ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, questionnaire survey, interview, site visit, etc.	
	Promoting and hindering factors to the achievement of the project purpose	What are the promoting factors to the achievement of the project purpose?	Influence of the promoting factors on the achievement of the project purpose	Influence of the hindering factors on the achievement of the project purpose	<ul style="list-style-type: none"> ● Contents of relevant reports and discussions at meetings 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, questionnaire survey, interview
		What are the hindering factors to the achievement of the project purpose?			<ul style="list-style-type: none"> ● Opinions of stakeholders 		
Influence of external factors (important	Have the external factors (important assumptions) been fulfilled? How have the	The project's reaction to the external factors		<ul style="list-style-type: none"> ● Information on external factors (Contents of relevant reports and 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting 	Literature review, interview	

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	assumptions) on the achievement of the project purpose	external factors (important assumptions) influenced the achievement of the project purpose? How has the project coped with the factors?		discussions at meetings) ● Opinions of stakeholders	proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office	
Efficiency	Appropriateness of the inputs to produce the outputs	Have the timing, number, duration and fields of Japanese JICA experts dispatched been appropriate?	Confirmation of inputs made and judgment of their appropriateness, comparison in plan and achievement	● Records on Japanese JICA experts (Field, number, period, timing, capacity) ● Opinions of stakeholders	● R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview, site visit (facilities such as office), etc.
		Have the timing, volume and specification of provision of equipment been appropriate?		● Records on procurement of equipment and machinery (type, quantity, amount, purpose) ● Maintenance and management of provided equipment ● Opinions of stakeholders		
		Were the physical facilities supported by JICA sufficient to implement the Project activities?		● Records on facilities (type, quantity, amount, purpose) ● Maintenance and management of provided facilities ● Opinions of stakeholders		
		Have the timing, duration, contents of counterpart training been appropriate?		● C/P training record (position, number, period, subjects) ● Current situation of training participants (position, roles in the Project) ● Opinions of stakeholders		
		Have the timing, amount and purpose of budget provided by JICA been appropriate?		● Activity cost record (budget, expenditure, contents) ● Opinions of stakeholders		
		Have the timing, number, duration and fields of counterpart personnel (C/P) been appropriate?		● C/P allocation record (position, field, number, period, full time / part time) ● Opinions of stakeholders		
		Were the physical facilities provided by the Indonesian side sufficient to implement the Project activities?		● Records on facilities (type, quantity, amount, purpose) ● Maintenance and management of provided facilities ● Opinions of stakeholders		
		Have the timing, amount and purpose of local budget provided by the Indonesian side been appropriate?		● Activity cost record (budget, expenditure, contents) ● Opinions of stakeholders		
Appropriateness of the outputs in relation to the planned inputs	—	Confirmation and comparison of inputs and outputs	● Data / information on inputs ● Achievement of outputs ● Opinions of stakeholders	● R/D ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview	

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
	Factors contributing or hindering to the efficiency of the Project	Have there been any factors contributing to the efficiency of the Project?	Influence of the promoting factors on efficiency	<ul style="list-style-type: none"> ● Data / information on project activities ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, questionnaire survey, interview
		Have there been any factors hindering to the efficiency of the Project?	Influence of the hindering factors on efficiency			
	Outcomes by collaboration with the other JICA projects and co-operation with other organisations	—	Influence of the outcomes that affect the outputs	<ul style="list-style-type: none"> ● Data / information on outputs ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, interview
	Appropriateness of the project management	Have the inputs been properly managed towards achievement of the project purpose?	Conduct of regular meetings and JCC meetings and issues determined	<ul style="list-style-type: none"> ● Information on regular meetings / JCC meetings ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, interview
		Has the Joint Coordinating Committee (JCC) been functional?	Positioning of JCC and contents of JCC meetings			
Changes and influence in important assumptions from the activities to outputs	Have the important assumptions been fulfilled? What influences were made by the important assumptions? If there were any changes, any appropriate responses were made?	Relations between the project and external factors	<ul style="list-style-type: none"> ● Information on external factors (Contents of relevant reports and discussions at meetings) ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview	
Impact (prospect)	Prospect of achieving the overall goal	Is the overall goal achieved as the result of the project?	Comparison with the data / information for indicators	<ul style="list-style-type: none"> ● Data / information on outputs ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts 	Literature review, interview
		Can achievement of the overall goal impact development plans / policies of the Indonesia Government?	—	<ul style="list-style-type: none"> ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● C/P, JICA experts 	Interview
		Are the overall goal and project purpose still consistent?	—	<ul style="list-style-type: none"> ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● C/P, JICA experts 	Interview
	Effects of the project implementation and unintended effects	Are there any policy, technical, cultural and social impacts?	Comparison with the conditions before the Project commencement	<ul style="list-style-type: none"> ● Data / information on project activities ● Opinions of stakeholders ● Opinions of target groups 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts ● Target group members 	Literature review, questionnaire survey, interview
		Have there been unintended effects (both positive and negative) the project has brought about	Comparison with the conditions before the Project commencement			
	Changes and influence in important assumptions from the project purpose to overall goal	Have the important assumptions been fulfilled? What influences were made by the important assumptions? If there were any changes, any appropriate responses were made?	Relations between the project and external factors	<ul style="list-style-type: none"> ● Information on external factors (Contents of relevant reports and discussions at meetings) ● Opinions of stakeholders 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts, JICA Head Office & Indonesia Office 	Literature review, interview
Sustainability (prospect)	Policy and system	C/P's position in terms of national and regional policies	Confirmation of the current conditions and future prospects	<ul style="list-style-type: none"> ● Current situation 	<ul style="list-style-type: none"> ● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual 	Literature review, interview
		Have the relevant policies and laws established				

Criteria	Evaluation questions		Basis of judgment	Required data	Information source	Data collection method
	Question	Sub-question				
		or will be established?			reports, JICA experts' reports, etc. ● C/P, JICA experts	
Institutional sustainability		C/P's assignment of counterpart personnel		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		C/P's direction in future				
		C/P's management and decision-making system				
		Project management				
Financial sustainability		C/P's budget for the project		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Transparency of C/P's finance				
Technical sustainability		C/Ps' technical skills		● Opinions of stakeholders ● Current situation	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview
		Operation and maintenance of equipment and machinery				
		Mechanism of technical extension				
		Information management				
Social, cultural and environmental sustainability		Are there any negative influences on sustainability because of lack of consideration to women, the poor, and the socially vulnerable groups?		● Opinions of stakeholders	● C/P, JICA experts	Interview
		Are there any negative influences on sustainability because of lack of consideration to environment?				
Other sustainability		Are there any other factors hindering sustainability?		● Current situation ● Opinions of stakeholders	● Midterm Review Self Evaluation Table, Project meeting proceedings, JCC meeting proceedings, Monthly reports, Biannual reports, JICA experts' reports, etc. ● C/P, JICA experts	Literature review, interview

Annex6List of C/Ptrained in Japan

	Name	Position/Organization at the time of training	Training period	Title of training course	Remarks (Position/organization at the time of midterm review)
1	Mr. Sonny Partono	Director of Conservation Areas,PHKA	2010/10/30 –2010/11/6	Forest management and nature conservation	Investigation Inspector, Ministry of Forestry
2	Ms. Yeti Suryati	Section chief, Directorate of Conservation Areas	2010/10/30 –2010/11/6	Forest management and nature conservation	Section Chief, Wetland Conservation Ecosystem Essential
3	Ir. Gatot Soebiantoro	Deputy Director of Protected Area and Game Park	2011/10/11 –2011/10/18	Forest management and nature conservation	Head of Sub-Directorate, Nature Conservation Area and Game Park
4	Mr. Sutrisno Sujamat	Head, Bromo Tengger Semeru National Park	2011/10/11 –2011/10/18	Forest management and nature conservation	Special staff for Director General of Forest Protection and Nature Conservation
5	Mr. Fred Kurung	Head, Gunung Ciremai National Park	2011/10/11 – 2011/10/20	Forest management and nature conservation	Head, Karimun Jawa National Park
6	Mr. Yusak Mangeten	Staff, Directorate of Conservation Areas	2010/11/15 –2010/12/04	Promotion of SATOYAMA	Section Chief, Poso Area at Lorelindu National Park
7	Mr. Asep Nia Kurnia	Staff, Gunung Merapi National Park, Implementing the controlling forest ecosystem	2011/10/10 –2011/11/12	Promotion of SATOYAMA	Staff, Gunung Merapi National Park
8	Mr. Toni Artaka,S.Hut	Staff,Bromo Tengger Semeru National Park	2012/08/26 –2012/09/29	Sustainable Natural Resources Management through Japanese System of Natural Park	Staff, Bromo Tengger Semeru National Park

Annex7 List of machinery and equipment provided by the Japanese side

A. Procured by machinery and equipment cost

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

*2 Mgt: A: Always possible to use with sufficient maintenance, B-Almost no problem in use, C-Possible to use if repaired, D-Difficult to use

JFY	No.	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (*1)	Mgt (*2)	# of disposed eqpt	# of available eqpt	Relevant major ac- tivity # of	Remarks
2011	1	Power Sprayer Pump	SACHIN SC 45	3	2,145,000	7,245,000	SC 45	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	2	Engine for Power Sprayer Pump	HONDA GX 270	3	4,571,300	13,713,900	GX 270	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	3	Metal Frame	Local Made	3	402,500	1,207,500	Local Made	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	4	Electric Generator	HONDA Elemax	3	8,625,000	25,875,000	SHX -1000 Type G	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	5	Elastic Rubber Hose	MILLIARD	9	644,000	5,796,000	Hiprex Seagull 1/2m-100m/roll	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	6	Motorcycle	KAWASAKI/ Trail	2	27,266,500	54,533,000	KLX-150	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	A	A				
2011	7	Plastic Tent for Waer Pond	A5 Plastic Sheet	10	1,092,500	10,925,000	A5 Plastic 10x10m	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	8	Water Tank	PENGUIN	6	1,207,500	7,245,000	TB110 , Cap 1050L	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	9	Jerry Can	MD 20	6	51,750	310,500	MD 20	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	10	Tent	EIGER	3	1,138,500	3,415,500	E-105 Ambush	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	11	Safety Glove	ARGON	30	31,650	945,500	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 01,2011	C	A				
2011	12	Backpack Pump	FEDCO Indian	20	345,000	6,900,000	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	13	Spotlight	Recharge Spotlight	4	828,650	3,314,600	221180 RL	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	14	Safety Boots	Safety PVC 42	30	250,900	7,527,000	265072-PVC 42	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	15	Worklight	Twin Head Work	4	538,775	2,155,100	206997	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 21,2011	C	A				
2011	16	Flapper	Local Made	15	172,500	2,587,500	None	Bromo Tengger Semeru NP	Ir. Sutrisno	Bromo Tengger Semeru NP	local	2011/3/8	April 29,2011	C	A				
2011	17	Car	HILUX Double Cabin	1	345,520,000	345,520,000	4x4 Type G MT	Gunung Merapi NP	Ir. Kuspriyadi	Gunung Merapi NP	local	2011/3/8	April 28,2011	C	A				
2011	18	Motorcycle	KAWASAKI/ Trail	2	26,795,000	53,590,000	KLX-150	Gunung Merapi NP	Ir. Kuspriyadi	Gunung Merapi NP	local	2011/3/8	April 28,2011	A	A				
2011	19	Car	HILUX Double Cabin	1	347,688,700	347,688,700	4x4 Type G MT	Gunung Ciremai NP	Ir. Kurung	Gunung Ciremai NP	local	2011/3/8	April 04,2011	A	A				
2011	20	Motorcycle	KAWASAKI/ Trail	2	26,220,000	52,440,000	KLX-150	Gunung Ciremai NP	Ir. Kurung	Gunung Ciremai NP	local	2011/3/8	April 04,2011	A	A				
2011	21	Car	HILUX Double Cabin	1	421,935,000	421,935,000	4x4 Type G MT	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	A	A				
2011	22	Motorcycle	KAWASAKI/ Trail	1	28,416,500	28,416,500	KLX-150	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	A	A				
2011	23	Back Pack Pump	FEDCO Indian	5	345,000	1,725,000	None	Manupeu Tanadaru NP	Ir. Kuppin	Manupeu Tanadaru NP	local	2011/3/8	May 24,2011	C	A				
2011	24	Speedboat & Engine	Fiberglass Reinforce Plastic, Patrol Boat & Yamaha 2x40 HP	1	276,000,000	276,000,000	Yamaha 2x40HP	Sembilang NP	Ir. Tatang	Sembilang NP	local	2011/3/8	April 15,2011	B	B				
Total					1,522,232,225	1,681,011,300													

B. Procured by local cost (1)

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

*2 Mgt: A: Always possible to use with sufficient maintenance, B-Almost no problem in use, C-Possible to use if repaired, D-Difficult to use

JFY	No.	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (*1)	Mgt (*2)	# of disposed eqpt.	# of available eqpt.	Relevant major ac- tivity # of	Remarks
2010	1	Notebook	ACER Aspire 4740	2	6,225	12,450	332G32 MN	JICA RECA	Shin Morisaki	JICA RECA	local	2010/4/6	April 4,2010	A	A				
2010	2	LCD Projector	NEC TRUE XGA	1	7,000	7,000	NP 215	JICA RECA	Shin Morisaki	JICA RECA	local	2010/4/6	April 4,2010	A	A				
2010	3	Software	Adobe Photoshop	1	6,600	6,600	CS5 & 12	JICA RECA	Shin Morisaki	JICA RECA	local	2010/6/15	April 15,2010	A	A				
2010	4	Notebook	ACER AS 4741	1	6,400	6,400	332G32 MN	JICA RECA	Shin Morisaki	JICA RECA	local	2010/6/23	June 23,2011	A	A				
2010	5	Video camera	SONY	1	12,499	12,499	HDRXR350	JICA RECA	Shin Morisaki	JICA RECA	local	2010/11/22		B	A				
2011	6	Camera Trap	BUSHNELL 8 MP	1	8,750	8,750	119445C	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/4	Jan 5,2011	C	A				
2011	7	Binocular Ranger Finder	NIKON Ranger Finder	1	5,400	5,400	Laser1200S	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/4	Jan 12,2011	B	A				
2011	8	GPS	Garmin Oregon 550	1	5,150	5,150	010-00697-10	Manupeu Tanadaru NP	Mr. Kuppini	Manupeu Tanadaru NP	local	2011/1/4	Jan 12,2011	B	A				
2011	9	Binocular	Bushnell 2.5x42 Night Vision	2	6,000	12,000	260 400	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/4	Jan 12,2011	B	A				
2011	10	Notebook	HP Pressario Biscotti	2	6,539	13,078	CQ42-277TU	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	Jan 24,2011	A	A				
2011	11	Desktop Computer	HP Pavilion Slimline	1	9,040	9,040	5589D	Gunung Ciremai NP	Mr. Dulhadi	Gunung Ciremai NP	local	2011/1/24	Jan 24,2011	A	A				
2011	12	Server	HP Proliant	1	9,650	9,650	ML 110 G6667, Xeon X3430	Gunung Ciremai NP	Mr. Dulhadi	Gunung Ciremai NP	local	2011/1/24	Jan 24,2011	A	A				
2011	13	Notebook	HP Compaq Pressario	1	5,570	5,570	CQ 42270 TU Biscotti	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/24	Jan 24,2011	A	A				
2011	14	Camera Digital	NIKON DSLR	1	6,200	6,200	D3100 KIT VR	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/24	Jan 24,2011	A	A				
2011	15	Notebook	HP Pressario	2	8,150	16,000	CQ 42291 TX	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	16	Desktop Computer	HP Pavilion	1	7,200	7,200	MS200-5112D	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	17	Camera Digital	Canon EOS 500 D Body	1	5,025	5,025	EOS 500D	Manupeu Tanadaru NP	Mr. Kuppini	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	B	A				
2011	18	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Manupeu Tanadaru NP	Mr. Kuppini	Manupeu Tanadaru NP	local	2011/1/27	Jan 27,2011	B	A				
2011	19	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/27	Jan 27,2011	B	A				
2011	20	Camera Lense	Canon EF	1	14,200	14,200	f/4.5-5.6 L IS USM	Manupeu Tanadaru NP	Mr. Kuppini	Manupeu Tanadaru NP	local	2011/1/27	Jan 27,2011	B	A				
2011	21	Notebook	HP Pressario	1	8,150	8,150	CQ 42291TX	Manupeu Tanadaru NP	Mr. Kuppini	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	A	A				
2011	22	LCD Projector	NEC	1	5,320	5,320	NEC NP 210	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/27	Jan 27,2011	A	A				
2011	23	Desktop Computer	HP Pavilion	1	7,199	7,199	MS200-5112D	JICA RECA	Mr. Miyakawa	JICA RECA	local	2011/3/4	Mar 4,2011	A	A				
2011	24	Camera	NIKON	1	15,010	15,010	D7000	JICA RECA	Mrs. Hozumi	JICA RECA	local	2011/8/12	Aug 8,2011	A	A				
2012	25	Engine	Yamaha OBM	2	19,250	19,250	E.15 DMHL	Bromo Tengger Semeru NP	Mrs. Ayu	Bromo Tengger Semeru NP	local	2012/3/1	Mar 1,2012	C	A				
2012	26	Lense	SIGMA	1	9,900	9,900	150-500mm F5-6.3	JICA RECA	Ms. Hozumi	JICA RECA	local	2012/3/29	Mar 29,2012	A	A				
2011	27	GPS	Garmin Map	5	3,250,000	16,250,000	46CSX	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	28	Camera	Canon Digital	2	1,425,000	2,850,000	IXUS 105	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				

B. Procured by local cost (2)

JFY	No.	Item	Specification	Qn	Unit Price (IDR)	Total Price (IDR)	Model number/ Management number	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	Date of Delivery	Use (*)	Mgt (*)	# of disposed eqpt	# of available eqpt	Relevant major ac tivity # of	Remarks
2011	29	Printer	HP Laserjet	2	2,435,000	4,870,000	Pro P 1566	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	30	Video Recorder	SONY-Silver	1	2,900,000	2,900,000	SX-44E	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	31	Walkie Talkie	ICOM	6	1,100,000	6,600,000	V80	Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	B	A				
2011	32	Memory External	SD Card	3	175,000	525,000		Bromo Tengger Semeru NP	Mr. Sutrisno	Bromo Tengger Semeru NP	local	2011/1/24	2011/1/24	A	A				
2011	33	Printer	HP Laserjet Pro	1	2,435,000	2,435,000	P1566	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	34	GPS	Garmin	2	3,250,000	6,500,000	60CSx	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	35	Camera	Nikon Digital Cool F	2	2,800,000	5,600,000	S8000	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	36	Tape	Yamayo Million Ope	1	1,000,000	1,000,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	C	A				
2011	37	Compass	Suunto	1	750,000	750,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	C	A				
2011	38	Clinometer	Suunto	1	1,400,000.00	1,400,000	PM-5/360 PC	Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	C	A				
2011	39	Memory External	SD card	2	175,000	350,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	A	A				
2011	40	Phiband	Yamayo Phiband	2	350,000	700,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	C	A				
2011	41	Head Lamp	Led Light	6	100,000	600,000		Gunung Merapi NP	Mr. Kuspriyadi	Gunung Merapi NP	local	2011/1/25	Jan 25,2011	C	A				
2011	42	Handy Cam	SONY	1	3,800,000	3,800,000	DCR SR68 E	Manupeu Tanadaru NP	Mr. Kuppinn	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	B	B				
2011	43	Printer	Canon Pixma	1	2,900,000	2,900,000	IX4000	Manupeu Tanadaru NP	Mr. Kuppinn	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	A	A				
2011	44	Compass	Suunto Tandem	1	1,900,000	1,900,000	360R/PC	Manupeu Tanadaru NP	Mr. Kuppinn	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	B	A				
2011	45	Memory External	SD Card	1	175,000	175,000		Manupeu Tanadaru NP	Mr. Kuppinn	Manupeu Tanadaru NP	local	2011/1/25	Jan 25,2011	A	A				
2011	46	Binocular	Nikon Ranger Finde	5	1,900,000	9,500,000	1200S	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/25	Jan 25,2011	B	A				
2011	47	GPS	Garmin	1	3,250,000	3,250,000	60CSx	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/25	Jan 25,2011	B	A				
2011	48	Video Recorder	SONY	1	2,900,000	2,900,000	SX44E	Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/25	Jan 25,2011	A	A				
2011	49	Memory External	SD Card	1	360,000	360,000		Gunung Ciremai NP	Mr. Kurung	Gunung Ciremai NP	local	2011/1/25	Jan 25,2011	A	A				
2011	50	Netbook	Hewlett Packard	1	2,750,000	2,750,000	110-3014 TU	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	A	A				
2011	50	Lens Tele	NIKON	1	1,275,000	1,275,000		Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	A	A				
2011	51	Handy Cam	SONY	1	3,800,000	3,800,000	DCR - SR 68E	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	B	A				
2011	52	Camera	NIKON	1	825,000	825,000	L22	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	A	A				
2011	53	HeadLamp	MIC LED	6	100,000	600,000		Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	B	A				
2011	54	GPS	Garmin	3	2,850,000	8,550,000	HCX VISTA	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	A	A				
2011	55	Binocular	TASCO	1	1,750,000	1,750,000	TS1042D	Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	B	A				
2011	56	Memory External	SD Card	1	175,000	175,000		Sembilang NP	Mr. Tatang	Sembilang NP	local	2011/1/25	Jan 25,2011	A	A				
Total					54,466,067	98,077,681													

Annex8List of C/P

Office	Post in the project	Post in the organization	Name	Project assignment period
Ministry of Forestry (HQ)	Project Director	Director of Conservation Areas	Mr. Sonny Partono	Mar 2010 – Aug 2012
Ministry of Forestry (HQ)	Project Director	Director of Conservation Areas	Mr. Bambang Dahono Adji	Sep 2012 – now
Ministry of Forestry (HQ)	Project Manager	Head, Sub-Directorate of Nature Conservation Area and Game Park	Ir. Gatot Soebiantoro	Mar2010 – Feb2012
Ministry of Forestry (HQ)	Project Manager	Head, Sub-Directorate of Nature Conservation Area and Game Park	Ir. Istanto	Mar2012 – Apr2012
Ministry of Forestry (HQ)	C/P	Head, Section of Nature Recreation Park, Grand Park and Game Park	Ir. Pujiyati	2012 -
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Rudiono	Mar 2010 – now
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Evi Maryati	
Ministry of Forestry (HQ)	C/P	Staff, DKK BHL	Ida Purwanti	
Sembilang National Park	Site Manager	Head of National Park	Ir. Tatang	2010 – 2012
Gunung Ciremai National Park	Site Manager	Head of National Park	Ir. Fred Kurung	Mar 2010 – Mar 2012
Gunung Ciremai National Park	Site Manager	Head of National Park	Ir. Dulhadi	Apr 2012 – now
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Ir. Zulkifli Ibnu	Mar 2010 – Jan 2011
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Kuppin Simbolon	Feb 2011 – Mar 2012
Manupeu Tanah Daru National Park	Site Manager	Head of National Park	Ir. Heru Raharjo	Apr 2012 – until now
Bromo Tengger Semeru National Park	Site Manager	Head of National Park	Ir. Sutrisno Sujamat	Mar 2010 – Apr 2012
Bromo Tengger Semeru National Park	Site Manager	Head of National Park	Dr.Ir. Ayu Dewi Utari	Apr 2012 - now
Gunung Merapi National Park	Site Manager	Head of National Park	Ir.Tri Prasetyo	Apr 2010 – Jan 2011
Gunung Merapi National Park	Site Manager	Head of National Park	Ir.Kuspriyadi Sulistyoy	Jan 2011 – now
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Andriansyah	2010 – 2011

Office	Post in the project	Post in the organization	Name	Project assignment period
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Danang Pramadi M	Mar 2011 – Apr 2012
Sembilang National Park	Technical Personnel	Head of SPTN I Sungsang	Syamsudin	May 2012 – now
Sembilang National Park	Technical Personnel	JICA Counterpart / Public Relations	Ridwan Pambudi	2010 – July 2012
Sembilang National Park	Technical Personnel	Public Relations	Alan Rosenan	2012 – now
Sembilang National Park	Technical Personnel	Head of Resort I SPTN I Sungsang	Budi Kriswandi	2012 – now
Gunung Ciremai National Park	Technical Personnel	Human relations and collaboration	Ir. Hawal Widodo	Mar 2010 –
Gunung Ciremai National Park	Technical Personnel	Planner/PEH	Ir. Mufti Ginanjar	Mar 2010 –
Manupeu Tanah Daru National Park	Technical Personnel	Field Counterpart	Luthfi Ramdani Yusuf	2010 – now
Manupeu Tanah Daru National Park	Technical Personnel	Administration Counterpart	Ahmad Zailani Lubis	2010 – now
Manupeu Tanah Daru National Park	Technical Personnel	Field Counterpart	Eka Yanuar Pribadi	2010 – now
Bromo Tengger Semeru National Park	Technical Personnel	Kepala Bidang Teknis Konservasi	Ir. Emy Endah Suwarni, M.Sc	Dec 2010 – now
Bromo Tengger Semeru National Park	Technical Personnel	Pengendali ekosistem Hutan	Mr. Toni Artaka, S. Hut	Dec 2010 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Irwan Yuniatmoko	Apr 2010 – Jan 2011
Gunung Merapi National Park	Technical Personnel	Polisi Kehutanan	Husni Pramono,SH	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Asep Nia Kurnia ,SP	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Pengendali Ekosistem Hutan	Dhani Suryawan,S.Hut	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Penata Bina Cinta Alam	Tri Agus Sugiarto	Jun 2012 – now
Gunung Merapi National Park	Technical Personnel	Penata Bina Konservasi dan Perlindungan	Silvana Nurwidiati,S.Hut	Jun 2012 – now

Note: 1) The persons in the shaded (grey colour) cells indicate those who are currently assigned to the project.

2) The Project Manager is the post for the head of Sub-Directorate of Nature Conservation Area and Game Park. However, as the post of the head has not yet been fulfilled since the latest one, Ir. Istanto, was transferred from the post in April 2012, Ir. Gatot Soebiantoro who was the former Project Manger is now holding the post concurrently.

Annex9 Records on training forrestoration

		Sembilang NP	Gunung Ciremai NP	Gunung Merapi NP	Bromo Tengger Semeru NP	Manupeu Tanah Daru NP
1. Baseline survey						
	Trainer (No.)		Indonesia Research Institution (2), JICA Expert (1), National Consultant (1), LITBANG (1)			National Consultant (1), JICA Expert (1), JICA Coordinator (1)
	Participants (No.)		NP (6), WG (14), UNIKU (6), Village chiefs (4)			NGO Sahabat Alam (3), NP (11), Local consultant, (1), WG (25)
	Timing		11-13 February 2011			18-19 February 2011
2. Study tour						
(1)	Venue	Bali Mangrove Management Centre I, West Bali NP	Paliyan Wildlife Sanctuary Jogjakarta	Paliyan Wildlife Sanctuary Jogjakarta		PT. Sadhana, People Nursery, Province Forest Buro, West Nusa Tenggara Province
	Participants (No.)	NP staff (2), WG (1), Sriwijaya Univ (2), JICA (2)	NP (6), WG (13), UNIKU (6), Village chief (1)	NP (4), WG (10), Infront (4)		NP (11), Local consultant (1), WG (3), JICA (1)
	Timing	Feb 2012	March 2011	March 2011		27 February – 3 March 2011
(2)	Venue	Nanggro Aceh Darusalam (Rehabilitation Pasca Tsunami) & Gunung Leuser NP				
	Participants (No.)	NP staff (1), JICA (3)				
	Timing	July, 2012				
3. Restoration technique						
	Trainer (No.)	Sriwijaya Univ. (7), Mangrove Management	Kuningan University (7) Botanical garden(2)	Institute of Forest and Environment	Surabaya Institute of Technology (2) and	NP (2), JICA Coordinator (1)

		Sembilang NP	Gunung Ciremai NP	Gunung Merapi NP	Bromo Tengger Semeru NP	Manupeu Tanah Daru NP
		Centre II (1)	National Park (2), JICA Coordinator (1), JICA National Consultant (1)	(INFRONT) (3)	Tahura Raden Suryo Mojokerto (2)	JICA National Consultant (1), JICAexpert (1)
	Participants (No.)	NP (3), WG (9), Sriwijaya Univ. students (4), Local gov't (1)	WG (18), Kuningan District Nursery (8)	WG (12), JICA (2)	NP (5), WG (15), Students (10)	NP (6), WG 20
	Timing	July 2011	July 2011	July 2011	Aug 2011	Mar 2011
4. Restoration plant identification and photography						
	Trainer (No.)	LIPI (2)	LIPI (2)	LIPI (2)	LIPI (2)	LIPI (2)
	Participants (No.)	NP (10) JICA (3)	NP (20), JICA (2)	NP (20), JICA (2)	NP (10), JICA (2)	NP (20), JICA (2)
	Timing	Apr 2012	Apr 2012	May 2012	Jun 2012	Apr – May 2012
5. Forest fire control						
(1)	Trainer (No.)				Directorate of Forest Fire (4)	
	Participants (No.)				Local People/MPA(90) NP (6)	
	Timing				July 2011	
(2)	Trainer (No.)				Directorate of Forest Fire (2)	
	Participants (No.)				Local People/MPA(90) NP (6)	
	Timing				May 2012	
Total	Participants (No.)	41	104	54	234	104