

Summary of Terminal Evaluation

1. Outline of the Project	
Country: Bosnia and Herzegovina	Project title: Project for Sustainable Regional Development through Eco-Tourism
Issue/Sector: Regional Development	Cooperation scheme: Technical Cooperation Project
Division in charge: Urban and Regional Development Division 1, Economic Infrastructure Department	Total cost (estimated at the end of March 2009) : 305million yen
Period of Cooperation	(R/D) : From January 2007 to December 2009
	Implementing Organization: Ministry of Foreign Trade and Economic Relations (BiH), Ministry of Environment and Tourism (FBiH), Ministry of Physical Planning, Civil Engineering and Ecology (RS), Ministry of Trade and Tourism (RS), Municipalities (Jaice, Sipovo, and Jezero, Mostar and Nevesinje)
	(Extension) :- (F/U) :-
	Supporting Organization in Japan: N/A
<p>1-1 Background of the Project</p> <p>On receiving a request from the Bosnia and Herzegovina (BiH) government on regional economic development, JICA conducted a "Study on Sustainable Development through Eco-Tourism" from 2003 to 2005. As part of this study, six pilot projects were implemented in the Pliva area and Velez area. Both of these areas encompassed parts of Federation of Bosnia and Herzegovina (FBiH) and the Republic of Srpska (RS). Based on the lessons learned from these pilot projects, the JICA study team formulated a master plan regional development for the study areas including proposal of short-term action plans for sustainable eco-tourism. Afterwards, some of the action plans have been implemented with donor assistances. However, execution of the entire proposed action plans will prove to be a difficult task due to the lack of appropriate organizational framework available in both the public and private sectors, and also lack of human resources. Therefore, the government of BiH has requested a technical cooperation project to Japanese government in order to enhance the momentum of eco-tourism development, and to connect it to sustainable regional development.</p> <p>JICA, BiH, and Entity Governments, signed to the Record of Discussion for the Project for Sustainable Regional Development through Eco-Tourism in Bosnia and Herzegovina (the Project) in May 2006 and this project started from February 2007 for around three years.</p> <p>1-2 Project Overview</p> <p>(1) Overall Goal</p> <p>The institutional systems organized by the Project continue to be managed jointly by administrative agencies and the people concerned.</p> <p>(2) Project Purpose</p> <p>Human resource is developed and institutions/organizations are strengthened in order to promote regional development through eco-tourism both at administrative and private levels in the model areas.</p> <p>(3) Outputs</p> <p>【Output1】 The purpose of eco-tourism as a measure for regional development, and</p>	

knowledge and skills on eco-tourism are understood by relevant personnel.

【Output2】 Cooperation system is established between administrative agencies and private sector to jointly promote eco-tourism.

【Output3】 Organization and personnel capable of formulation development strategies and supporting implementation of projects for eco-tourism promotion are developed.

【Output4】 Personnel capable of engaging in the main fields of eco-tourism, which include developments of local agricultural products, country lodging, preservation and utilization of historical / cultural heritage, sports activities are developed.

【Output5】 Regional development models through promotion of eco-tourism are compiled as a guideline.

(4) Inputs (as of the end of May 2009)

Japanese side :

Short-term Expert: 9 persons(9 fields)

Provision of equipment: 194,616KM (13.4million JPY) (as of October 2008)

Local cost expenditure:123,439,000 JPY (expected amount up to the end of the Project)

Trainees received in Japan: 8 persons (they joined the courses held out of the Project framework)

BiH side:

C/P: Due to the limited number of staff in the counterpart organizations, BiH side could not assign Project Directors and Project Managers for the Projects.

Provision of land and facilities: Office spaces for the umbrella associations for Pliva area and Velea area are provided by the municipal governments of these areas.

Local Cost: Personnel expenses for the staff of the Secretary's office and expenses for utilities of offices of the Eco Pliva and the Eco Velez were allocated by the BiH side. BiH side also provided financial supports to the several model projects.

2. Evaluation Team

Members of Evaluation Team	Mr. Toshio HIRAI	Leader, JICA
	Mr. Hiroyuki KAWAMOTO	Evaluation Planning , JICA
	Mr. Isao DOJUN	Project Evaluation, Intenational Project Department, Chuo Kaihatsu Corporation
	Ms. Reiko FUNABA	Cooperation Planning JICA

Period of Evaluation	From 19 June 2009 to 11 July 2009	Type of Evaluation : Terminal
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3. Results of Evaluation

3-1 Achievement

1) Achievement of Outputs

【Output1】

Output1 is expected to be achieved. Capacity building activities have been conducted 131 times in the forms of trainings, workshops, seminars, OJT(on the job training), and meetings under the Project. Total number of participants to those trainings in 1,214 as of end of June 2009. It seems that quite many persons among administrative agencies, relevant organizations and residents have had opportunity for acquiring knowledge and skills on the regional development through eco-tourism promotion.

【Output2】

Output2 has been yet to be achieved. The umbrella associations for Pliva area and Velez area. It is difficult to operate these umbrella associations appropriately without continuous financial supports by the municipal administrations concerned. There is room to still improve the activities by the umbrella associations and the operational capacity of the umbrella associations are not matured enough.

【Output3】

Output3 is almost achieved. The umbrella associations have certain capacity to carry out development of eco-tourism promotion strategy and supports to each project, especially preparation of project documents for financial request under the cooperation with the model project implementing organizations. In addition to the promotion by web site and the promotion materials, various kinds of promotion activities have been conducted under the Project to produce a certain degree of results.

【Output4】

Output4 has been achieved. Capacity development has been conducted enough for the persons concerned of the governmental institutions, model projects and local residents etc.

【Output5】

This indicator will be achieved by the end of September 2009.

2) Prospect of achieving Project Purpose

Considering the degrees of achievement of the following indicators, it seems that the human resources are developed and organizations concerned with the Project are strengthened steady. Although there is room for further development and enhancement, it can be said that the Project Purpose is achieved at a satisfactory level in general.

3-2 Summary of Evaluation Results

(1) Relevance : Satisfactory

Regional development through tourism development is regarded as important furthermore. Therefore, the aim of the Project is generally relevant to the development policies of BiH.

Regional economic development, eco-tourism development, capacity development of economy related administrative institutions are regarded as important among Japan's assistance policy and JICA's cooperation plan for BiH. Therefore, this project is well relevant with the Japan's assistance policy.

The municipal administrations in the target areas consider the tourism development as one of the important sectors because the unemployment rate is high in the project target areas. There are abundant resources and potential for developing eco-tourism in these areas. When the potential of eco-tourism is developed appropriately, it will provide employment opportunity and additional income sources for the local communities. Therefore this project is relevant with the needs of the target areas and communities.

One of the important approaches of the Project is to establish a framework for collaborative activities among administrative agencies and private community organizations and make it functional. Thus umbrella associations are established, however, this framework has room to be affected negatively depending on the human and financial situations of administrative agencies. This is a risk factor of this framework.

(2) Effectiveness : Satisfactory

It seems that the human resources are developed and organizations concerned with the Project are strengthened steady. Although there is room for further development and enhancement in terms of human resources and organizations concerned (both governmental and private sector), it can be said that the Project Purpose is achieved at a satisfactory level in general.

(3) Efficiency : Satisfactory

It seems that there was certain limitation for smooth implementation of the model projects due to the JICA' s limited budget for inputs for the model projects. Therefore, the persons concerned with the Project have made a lot of efforts to seek other financial resources from other organizations such as entity ministries concerned, UNDP, and Embassy of Japan in BiH, etc.

One of the facilitating factors for efficiency is good cooperation and collaboration among the municipal administrations in the project target areas and also among the model project implementing organizations.

(4) Impact

1) Prospect of achieving the Overall Goal

Overall Goal: The institutional Systems organized by the Project continue to be managed jointly by administrative agencies and the people concerned.

For further promotion of eco-tourism after the completion of JICA cooperation, it is necessary for the umbrella associations to continue collaborative activities among administrative agencies and private community organizations and also to take leading roles in promoting eco-tourism. Further capacity enhancement of the persons concerned with the umbrella associations is necessary in order to provide supports which the community organizations expect. However, there are risks such as human and financial influences from the administrative agencies.

2) Other impacts

- ① As a result of capacity development on the financial support requesting proposal, several financial supports have been obtained from the entity-level ministries, UNDP and Embassy of Japan not for the model projects but also other projects.
- ② It is reported that there are new country lodgings that started independently.
- ③ The persons concerned with the Project in the administrative agencies and community organizations recognized well about necessity and usefulness on collaborative activities among public and private sectors and also inter-municipal cooperation in order to promote regional development through eco-tourism.

(5) Sustainability

1) Political aspect

It seems that regional development through tourism development is regarded as important furthermore by the government of BiH including entity level and also municipal level. Therefore, it seems that there is certain good prospect that the results of this project sustained from the view point of development policy.

2) Organizational and financial aspect

As an organization to promote collaborative activities and coordination among public and private sector related with eco-tourism development, both umbrella associations

in the Pliva and Velez areas have the assembly, the board of director, the secretary' s office and the promotion working group within the organization. Continuous enhancement of capacity of persons involved in the umbrella associations is one of the important aspects for continuing good coordination for collaborative activities in sustainable way. Another aspect is to seek more appropriate structure of the umbrella associations. There is an idea among the persons concerned with the Project that it is better to separate the promotion working group having appropriate organizational status in order to strengthening its functions such as tour operation, promotion of integrated tourist products, and advertisement etc. Therefore, it is necessary to discuss this issue among persons concerned.

As for financial sustainability of the umbrella associations, there are agreements on support to the umbrella associations by the municipal administration in the Pliva and Velez areas. Although the municipal administrations expressed continuous support to the umbrella associations, it seems that the financial sustainability of the umbrella association is not secured enough.

As for financial sustainability of the model projects, there are differences in the progress of the project activities and development of tourism products. Therefore, some organizations that implementing the model project might have enough financial resources to continue their activities and other organizations might not.

3) Technical aspect

As a result of the trainings, workshops and OJT, capacity of the persons concerned have been enhanced well in general. Continuous enhancement of capacity of persons involved in the umbrella associations is one of the important aspects for continuing good coordination for collaborative activities in sustainable way.

As for knowledge and skills of the persons involved in the model projects, some organizations have good knowledge and skills for implementing the model projects in sustainable way, but also there are some organizations that have not yet sufficient capacity to implement the model projects in sustainable way.

3-3 Contributing factors

None

3-4 Impeding factors

<Implementing process>

- 1) Intervention by the concerned administrative organizations of BiH was rather limited to a certain areas.
- 2) Insufficient ownership of BiH side.

4-1 Conclusion

Various kinds of project activities including capacity development through trainings, workshops, meetings, and OJT, and also through planning and implementation of the model projects have been carried out in the various places in the Pliva and Velez areas in collaboration among public sector and private sector, and it can be said that the Project Purpose is achieved at a satisfactory level in general. Persons involved in the Project have further recognized the necessity and effectiveness of the collaboration not only among public and private sector but also inter-municipal or regional cooperation. Seventeen model projects have been carried out under the Project and it seems that around half of those projects can be carried out in sustainable

way. As for the umbrella associations, further enhancement especially in terms of human capacity and financial sustainability is necessary.

4-2 Recommendations

4-2-1 Recommendation to the model projects implementing organizations, the umbrella associations in the Pliva and Velez areas and JICA experts in the remaining period of the Project

(1) Further capacity development

There are several model projects that further capacity development and effective remedies are necessary in order to secure sustainability. Therefore, it is recommended the model projects implementing organizations concerned, the umbrella associations in the Pliva and Velez areas and JICA experts to take necessary measures for improvement as much as possible.

(2) Umbrella associations

In order to strengthen capacity of the umbrella associations and make necessary organizational improvement, the persons concerned with the umbrella associations should discuss from the viewpoints of continuation of good coordination for collaborative activities among the public and private sectors and enhancement of promotion activities.

(3) Website of the umbrella associations

It is necessary to improve and update the contents of websites of both umbrella associations for more attractive ones.

4-2-2 Recommendations to the governmental administrations concerned with the Project after the termination of the Project

In order to ensure financial and human sustainability of the umbrella associations, the administrative agencies especially, the municipal administration concerned and also the ministries concerned of the entity governments should provide necessary financial, physical and human supports to the umbrella associations.

4-3 Lessons Learned

(1) Involvement of counterpart organizations concerned with a project is a basis for implementing this kind of JICA's technical cooperation. Higher results of the project would be obtained when the counterpart organizations concerned had involved with their higher initiative and commitment.

(2) When there is a complicated governmental system like BiH, it is necessary to be decided the roles of respective governmental organizations for a project before the start of the project based on the results of stakeholders analysis and their mandates. After the start of the project, it is necessary for the governmental organizations concerned to take their roles securely.

(3) It is necessary to modify PDM in the course of project implementation in accordance with the project activities and also to share and understand contents of PDM by both sides (Japanese side and counterpart side).