

Summary of Terminal Evaluation

I. Outline of the Project		
Country: Indonesia		Project title: Strategy for Strengthening Biodiversity Conservation through Appropriate National Park Management and Human Resources Development Project
Issue/Sector: Nature Conservation-Conservation of Biodiversity		Cooperation scheme: Technical Cooperation
Division in charge: Forestry and Nature Conservation Division 1, Forestry and Nature Conservation Group		Total cost: 168 million yen,
Period of Cooperation	(R/D): 2009/10~ 2012/5	Partner Country's Implementing Organization: Ministry of Forestry, Centre for Forestry Education and Training(CFET)
		Supporting Organization in Japan: Ministry of the Environment
<p>1 Background of the Project</p> <p>Indonesia is one of the countries which maintains high biodiversity in the world. The government has enhanced the designation of the conservation and protected area, and twelve percent of the country has been already covered in it. Among the area, the number of the National Parks has reached to fifty (in October 2011), which covers sixty percent of the designated area. These policies have received attention because it may not affect only to the conservation of biodiversity of the counties, but for provision of opportunity for the nations to experience natural environment or for local communities in the adjacent areas to enjoy environmental services, such as natural water resource or eco-tourisms.</p> <p>However, disasters caused by the local communities, such as forestry fire, illegal logging, illegal hunting, encroachment and conversion without authorization have threatened the sustainable utilization of natural resources in the area (although there is found a tendency that human residence is legally allowed under some conditions). There are also National Parks where the users and surrounding communities do not maintain their interest in the protection and conservation of the area. These situations show that the National Parks are not functionally managed. Moreover, drastic designation of areas covered in National Parks causes conflicts between the National Parks and local communities because of lack of coordination with the users of the natural resources, mainly the local communities. The increasing interruptions caused through the usage of natural resources by these local communities and the newly migrated have threatened the flora and fauna in the Parks. These days, many National Parks more or less share these dangers.</p> <p>These conflicts and dangers are caused not only by the users' side, local communities, such as lack of awareness or poverty, but also by the management's side, National Parks, such as lack of awareness and knowledge. Under these situations, the Indonesian government requested for a technical cooperation project on development of comprehensive system for capacity development of human resource conducted by Center for Forestry Education and Training (here in after, CFET) and the Record of Discussion (R/D) was agreed on 11th September, 2009.</p> <p>2 Project Overview</p> <p>(1) Overall Goal</p> <p>Collaborative management is enhanced in the national parks in Indonesia.</p> <p>(2) Project Purpose</p> <p>CFET is equipped with sufficient capacity to implement training on collaborative management of national parks.</p>		

(3) Outputs

- 1) Training course on collaborative management of national parks is planned.
- 2) Operational structure to implement the training course is prepared in CFET, in partnership with other supporting parties.
- 3) Capacity for planning and management of the training courses is acquired through provision of training to the park officers and other stakeholders.

(4) Inputs**Japanese Side:**

Experts : 6 person (Long term 2, Short term 4) **Equipment :** 3.6million JPY (416million IDR)

Local cost : 42.6million JPY (4.991million IDR) **Trainees received :** 10 person

Panamanian Side:

Counterpart: 12 person **Local cost :** 430million IDR (ex, Training cost etc.) +Office Space

II. Evaluation Team (Members of Evaluation Team)

Mr. HATORI Hiroyuki	Team Leader	Senior Advisor, JICA
Mr. KAJI Tetsuro	Collaborative Management Cooperation Planning	Branch Chief, Kamikouchi Branch, Natural Parks Foundation Staff, Forestry and Nature Conservation Division 1, Forestry and Nature Conservation Group, JICA
Ms. OKAMOTO Naomi	Evaluation Analysis	Consultant, INTEM Consulting Inc.,
Ms. HOMMA Mariko		

Period of Evaluation: 8/1 / 2012 ~ 28/ 1/ 2012

Type of Evaluation: Terminal Evaluation

1. Project Performance**(1) Project Purpose**

The Project purpose has been almost achieved as planned.

- All the Outputs will be achieved in remaining period. Training curriculums and materials on Collaborative Management have been developed and trainer's guidelines are also prepared. These materials are to be revised in each time based on the feedback from the previous training and field survey to the next prospective participants.
- Among three packages of training planned in the Project, two Basic Training, one On Site Training and one Follow Up Training has been completed, one On Site Training has been on going, one Basic Training and one Follow Up Training is under preparation.
- According to the evaluation of the first follow up training, ninety three percent of trainees answered that the training is efficient and ninety six percent of them felt the training practical. Regarding package of training as a whole, there have not been received any feedback yet. It will be collected by the end of the project, such as through the second Follow Up Training in March 2012.
- The Training Team members are also confident to the efficiency of the training.

(2) Outputs

- 1) Output 1 has been achieved the target as planned.

- The Project has developed a package of one year training on collaborative management consisted of Basic Training, On Site Training⁴ and Follow Up Training. Each package of training targets four National Parks. The in house trainings⁵, Basic Training and Follow Up Training, have already been registered as official programs of CFET based on POLA DIKLAT.
- First Basic Training was developed based on the existing information and results of field survey to the prospective target National Parks conducted by the Training Team. From the second one, each trainings are revised based on the feedback from the previous training and the results of needs assessment of next prospective target National Parks
- Three packages of trainings have been planned and partly conducted.

2) Output 2 has almost been achieved the target as planned.

- Training Team has been established for all the training management cycle, including needs assessment, planning, preparation, implementation, monitoring/ evaluation, and reflection of the feedback to the next training. Members consisted of CFET trainers, external consultants, and JICA team. The team holds meeting every one or two weeks.
- Training costs have been share by CFET and JICA. First training was mainly supported by JICA and the second one has been shared by CFET and JICA. The third one is fully to be covered by CFET. Training budget for the third Basic Training has already been allocated by CFET.
- The training have several characteristics as follows;
 - Integrated Training: targeting all the level of the National Parks, such as head of National Park, section chief of National Park and staff at the Resort level in each target National Park,
 - Life Training (Comprehensive Training): At the end of Basic Training, one action plan for collaborative management is developed by each National Park and implemented for one year under monitoring by the Project. After the one year On Site Training, Follow Up Training is followed,
 - Participatory Training: integrating participatory learning methodology instead of traditional lecture typed style, such as interactive discussion, experience sharing and field visits to GHSNP.
- Training curriculums and modules have been developed, and related training materials have also been prepared. These curriculums and materials are to be revised every year.
- The capacity of staff in Gunung Halimun Salak National Park (GHSNP) as resource persons of field training site has been improved through participation to group training in Japan, Training of Trainers (TOT) training to five of the staff, and sharing and discussion with the staff.

3) Output 3 has almost been achieved the target as planned.

- As mentioned in the achievement of Output 1, three packages of training have been implemented as planned. The total target of the Project is twelve National Parks.
- Methodologies of daily evaluation and final evaluation of each training have been integrated in order to collect feedback from the participants. Additionally, On Site Training is monitored through periodical reports by each Parks and field visits by Training Team twice or three times a year. These monitoring mechanisms are functioning, and the results of mechanisms are reflected to the revision of training curriculums and modules.
- Instead of drafting final report, each National Park is to present the progress and achievement of their action plans

⁴ Implementation of action plan being monitored by the Project

⁵ Trainings conducted in CFET

in the Follow Up Training. This is also considered as one of monitoring mechanism of the training.

- These monitoring mechanisms have been also adopted in other trainings by the Training Team members in CFET.

(3) Prospects of the achievement of the Overall Goal

Prospect for achieving the Overall goal is high.

- Eight National Parks have started collaboration with stakeholders through On Site Training. Five Parks has drafted MOU for activities of collaborative management and two Parks have already agreed on it. Four others will start the progress after the third Basic Training in February 2012.
- Based on the MOU, cases of collaborative management are highly prospected to be increased. The budget for community development allocated to each National Parks by PHKA is expected to support their implementation.
- Financial and technical commitment by CFET has been increased gradually and third trainings are to be conducted by 100% contribution of CFET. Through the Project activity, the capacity of CFET trainers has been improved, such as preparation of training, facilitation of classes, monitoring and evaluation. CFET expresses its commitment and confidence to conduct the training every year even after the termination of the Project.

2 Summary of Evaluation Results

(1) Relevance

The Team concluded that the relevance of the Project is high.

- The capacity development of staff of National Parks on collaborative management has been highly required as a solution of conflicts and problems caused by local communities by National Parks in Indonesia
- The Project has relevance to the Strategic Plan of the Ministry and CFET. CFET is required to develop the training curriculums and modules on the field.
- In the Rolling Plan of Japan's Official Development Assistance (ODA), Environment is included one of the priority areas in Indonesia.
- Training curriculums and modules for the first Basic Training were developed based on the needs assessment conducted by the Training Team. and revised each time.
- Each training targets eight staff each from four National Parks. The participants selected all the level of each National Park. From the second training, participants are instructed to be selected from the same section. Women are also highly encouraged to be selected as participants.

(2) Effectiveness

The Team judges the effectiveness of the Project implementation is high.

- All the Outputs have almost been fulfilled and the Purpose will be achieved by the termination of the Project.
- The three Outputs are consisted of the training management procedures, such as planning, preparation and implementation. Therefore, they are highly related and have caused synergy effect.
- The training package developed by the Project is effectively organized as a bridge to the implementation of collaborative management in the field.
- PHKA has started allocating budget to all the National Parks for community development since 2012. The Ministry encourages the Parks to allocate the budget to the collaborative management.

(3) Efficiency

The Team judges that the efficiency of the Project implementation is relatively high.

- Almost all the input has been allocated by both sides as planned.
- Although all the counterparts and Training Team members are not assigned permanently, but on temporary bases, frequent communication and the assignment of new members from the second year strengthened the Team.
- Training opportunities in Japan and other countries encourage counterparts and Training Team members to understand the concept of collaborative management and enhance their involvement and ownership.
- At the early stage of the Project, issues related to allowance to trainers and training participants required discussion among the two partners, CFET and JICA. Sharing of the training cost has strengthened the capacity and ownership of CFET for the implementation.
- Collaboration between CFET trainer, JICA expert and external consultant team composed of academician and NGO staff has strengthened the capacity of the Training Team.

4) Impact

Following impacts are found through the evaluation study by the Team.

- As is mentioned 2.5, overall goal is prospected to be achieved under support by CFET and PHKA for the enhancement of collaborative management.
- There are also expected and unexpected impacts caused by the Project, as follows.
 - Trainers of CFET have improved training skills through the Project. They have started adopting some methodologies to their original training.
 - Through On Site Training, the staff of the target National Parks has established confidence to manage the Park with the stakeholders. Some have utilized the skills in their routine works and some do in other areas.
 - Through the collaborative management, various stakeholders have been involved in the management and received accesses to benefit from it.

(5) Sustainability

The Team considers that the sustainability of outcomes from the Project is relatively high.

- Collaborative management has been enhanced based on the Minister Regulation 2004. It is also related to the Strategic Plan of the Ministry, PHKA and CFET (RENSTRA 2010-2014).
- The trainings developed by the Project have already been registered in POLA DIKLAT.
- Trainers of CFET have improved their capacity enough to conduct training on their own. CFET has expressed its commitment to allocate budget and implement the training every year.
- Through the On Site Training, the eight National Parks targeted in the first and second training have started collaboration with the stakeholders. The participants of the training have expressed their confidence for the implementation. Four other Parks will also start adopting the approach in 2012.

3 Factors promoting sustainability and impact

(1) Factors concerning to Planning

- Training has been developed as a package for one year, including Basic Training, On Site Training and Follow Up Training. Through implementation of the package, CFET has gradually developed its capacity and commitment to

the Training.

- The participants selected all the level of each National Park. From the second training, participants are instructed to be selected from the same section. These selections enhanced the implementation of On Site Training.

(2) Factors concerning to the Implementation Process

- The positive result of the first Basic Training encouraged Training Team members involved in the Project. Replacement of new members to the Training Team has also vitalized the implementation from the second year.
- Collaboration between CFET trainer, JICA expert and external consultant team composed of academician and NGO staff has strengthened the capacity of the Training Team.

4. Factors inhibiting sustainability and impact

(1) Factors concerning to Planning

- The Project has planned for two years and eight months and does not cover all the three training cycles.

(2) Factors concerning to the Implementation Process

- At the early stage of the Project, issues related to allowance to trainers and training participants required discussion among the two partners, CFET and JICA.

5. Conclusion

As it is written in the previous chapters, the Project is most possibly to sufficiently achieve its purpose by the end of the term. All the five evaluation criteria also show that the Project has been appropriately implemented.

There are two points to be specially recorded; an introduction of Integrated Training, so-called by the Project, and an establishment of a new monitoring procedure. The Integrated Training, in which three different levels, but in the same line, of national park staff, namely head of the National Park, head of the Section and staff assigned to Resort office, simultaneously participate, is an epoch-making device to ensure the feasibility of action plan. It should be highly appreciated as a kind of paradigm shift in the history of training activities in Indonesia.

A monitoring mechanisms developed by the Project, which is also new to CFET, whose effectiveness for improving the quality of training has been understood by CFET, is now being adopted in other training courses. It is, however, regretful that the Project has planned for two years and eight months and to terminate just after the third Basic Training. Therefore, the Project, or Japanese Experts assigned to the Project will not see the visible fruits of the trainings, that is, the embodiment of action plans on-site due to the term of the Project.

6. Activities to be recommended during and after the Project period

The team recommends the following by and after the termination of the Project.

(1) Recommended activities for ensuring the sustainability

The most important next step to be taken is to raise the feasibility of the embodiment of action plans, in order to achieve the Overall Goal of the Project and to maximize the results of the Project's.

<Financial follow up>

From the financial point of view, the allotments of any kinds of governmental budgets are to be ensured for the implementation of collaborative management activities. To guarantee the fund, the Training should strengthen the linkage with the priority program of PHKA namely Resort Based Management program which allows the decision

making processes in the lowest level at sub-district.

<Technical follow up>

From the technical point of view, CFET should continue to make efforts to improve the quality of the training package, especially the Follow Up Training. There is a possibility to reform the Follow Up Training as on-site one, considering merits and demerits of on-site base and in-house base, based on the results of course evaluations. Post monitoring activities on-site to be implemented by CFET are also made the best use of as a chance of Follow Up Trainings for local communities.

<Assignment of staff>

Realizing that staff exchange sometimes is unavoidable, persons who already involved in the training and producing Action Plans is recommended to stay in her/his position at least within the next two years.

(2) Recommendation about the future training

<Selection of the target>

The Team suggests that the target National Parks are selected based on the criteria according to the necessity and suitability of the collaborative management approach.

<Involvement of the regional branches of CFET>

In order to expand the coverage of the target, it might also be good idea to involve regional branches of CFET (BDK) or provide on site training in the National Parks and/or Natural Resource and Conservation Office (BKSDA).

<Integration of the various cases of collaborative management>

As there are many options of collaboration for national parks, it is recommended CFET to study lessons on a collaboration management of other national parks either in Indonesia or Asian countries.

(3) Sharing of the outputs of the Project

<Utilization of Website of the Ministry>

Curriculums and Modules developed by the Project are recommended to make available for many other staffs by uploading the modules into the Ministry of Forestry's web (www.dephut.go.id).

<Utilization of new training Methodology>

The new approach of participatory learning which heavily promotes discussion among participants requires a 'facilitator' rather than a 'teacher'; it is therefore recommended that this new approach be transferred to trainers in CFET.

<Sharing of the findings of the Project>

The Project is suggested that it compile all the findings from the Project and share them with the concerned parties through the final Project workshop planned in May 2012 and the hard copy (reports).

7. Lessons Learned

The Team found these lessons learned for the future projects, as follows;

- Effectiveness and importance of Integrated Training,
- Effectiveness of the formation of the Training Team composed of CFET trainers, external consultants (Academicians and NGO staff), and JICA experts, which is in charge of all the training management cycle,
- Efficiency of training methodologies;

- Life training (Comprehensive training); especially, in relation with adoption of Resort Based Management (RBM) approaches in National Parks,
- Participatory training methodologies,
- Importance of approaches for collaborative management of National Parks, such as;
 - Importance of understanding the local communities, including the socio-economic situation, needs and interests,
 - Communication between the National Parks and local stakeholders, especially local communities through facilitation by staff of National Parks.
- Efficiency and effectiveness of utilization of outputs from the previous cooperation (ex. GHSNP is selected as a site for the field practice),
- Necessity of the careful consideration of length of the Project at the project formulation stage; the Project has planned for two years and eight months and does not cover all the three training cycles, and,
Necessity of sufficient coordination about budgeting system before starting the Project between JICA and CFET.