

Summary of Evaluation Results

I. Outline of the Project							
Region/Countries: Pacific region / 9 Pacific Islands Countries (PICs)	Project title: Japanese Technical Cooperation Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase II (J-PRISM2)						
Issues/Sector: Solid waste management	Cooperation scheme: Technical Cooperation						
Division in charge: Environmental Management Team 1, Global Environment Group, Global Environment Department	Total Cost: approx. 187 million JPY						
Period of Cooperation	February 2017 – March 2023						
	Partner Country's Implementing Organization: Secretariat of the Pacific Regional Environment Programme (SPREP) and Implementing agencies in charge of solid waste management of 9 PICs Supporting Organization in Japan:						
Related Cooperation Projects:	2005 – 2008 The Project for Improvement of Solid Waste Management in the Republic of Palau 2006 – 2008 Improvement of Bouffa Landfill (Vanuatu) 2008 – 2012 Waste Minimization and Recycling Promotion Project in the Republic of the Fiji Islands 2011 – 2016 Japanese Technical Cooperation Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries (J-PRISM)1						
<p>1. Background of the Project</p> <p>Over several decades, waste has become one of the major concerns for small island countries in the Pacific region. JICA has been assisting PICs in terms of solid waste management in collaboration with the Secretariat of the Pacific Regional Environment Programme (SPREP). Followed by J-PRISM Phase I, under the Pacific Regional Waste and Pollution Management Strategy (2016-2025) as Cleaner Pacific 2025, JICA has commenced “Japanese Technical Cooperation Project for Promotion of Regional Initiative on Solid Waste Management, Phase II (J-PRISM2)”. In J-PRISM2, it is aimed to create a more effective and efficient regional system to promote regional and south-south Pacific-to-Pacific) cooperation in waste management and to contribute to realizing the “3R+Return” concept, proper organic waste treatment, effective/efficient resource recycling, and appropriate disposal within and across the countries.</p> <p>2. Outline of the Project</p> <p>(1) Overall Goal: Sustainable management of solid waste in the Pacific region is enhanced based on Pacific Regional Waste and Pollution Management Strategy 2016-2025 (Cleaner Pacific 2025).</p> <p>(2) Project Purpose(s)</p> <table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>Project Purpose</th> </tr> </thead> <tbody> <tr> <td>Region-Wide</td> <td>Implementation of the Cleaner Pacific 2025 on solid waste management is timely monitored and supported based on Pacific-to-Pacific cooperation.</td> </tr> <tr> <td>Palau</td> <td>With a view to commencement of a new landfill site, an appropriate solid waste management system is created</td> </tr> </tbody> </table>			Project Purpose	Region-Wide	Implementation of the Cleaner Pacific 2025 on solid waste management is timely monitored and supported based on Pacific-to-Pacific cooperation.	Palau	With a view to commencement of a new landfill site, an appropriate solid waste management system is created
	Project Purpose						
Region-Wide	Implementation of the Cleaner Pacific 2025 on solid waste management is timely monitored and supported based on Pacific-to-Pacific cooperation.						
Palau	With a view to commencement of a new landfill site, an appropriate solid waste management system is created						

FSM Fed.Gov.	Support to creation of solid waste management system in each four state is provided
Yap	Creation of solid waste management system is promoted
Chuuk	Creation of solid waste management system is promoted
Pohnpei	Creation of solid waste management system is promoted
Kosrae	Creation of solid waste management system is promoted
RMI	Creation of solid waste management system is promoted
PNG	Strengthening the institutional framework and project implementation capacity of SWM
Solomon Is.	Institutional capacity for SWM is strengthened at the national and provincial centers' levels.
Vanuatu	A foundation of implementing and monitoring SWM activities in line with the Vanuatu National Waste Management and Pollution Control Strategy (NWMPCS) is built.
Fiji	Implementation of SWM based on Fiji's national strategy
Tonga	Establishment of foundation of SWM in outer islands
Samoa	Solid waste is appropriately managed based on the National Waste Management Strategy (NWMS).

(3) Outputs (See 'III. Results of Evaluation', '1. Project Performance', '(1) Outputs')

(4) Inputs (Based on the data and information provided at the time of the terminal evaluation)

Japanese side:

Dispatch of the experts : 317 MM
Input by experts (remote) : 144.12MM
Provision of Equipment: approx. 796,300 USD
Training in Japan / third-country
Other local cost support : approx. 2,103,589USD

Pacific side:

Assignment of C/Ps : 163 C/Ps
Local cost contribution: Provided the necessary amount for the smooth implementation of the project activities, while JICA experts are in countries.
Land and facilities: Office of the experts, utilities, etc.

II. Evaluation Team

<Pacific Side>

Name	Role/ Responsibility	Position/Affiliation	In charge of country/region
Mr. Anthony TALOULI	Leader	Pollution Advisor, Waste Management and Pollution Control Division, SPREP	Overall and all countries
Mr. Joshua SAM	Evaluation Analysis	Hazardous Waste Management Adviser, Waste Management and Pollution Control Division, SPREP	All target countries

<Japanese Side>

Name	Role/ Responsibility	Position/Affiliation	In charge of country/region
Hideaki MATSUOKA	Leader	Director, Environmental Management Team 1, Environmental Management Group, Global Environment Department, JICA	Overall and SPREP
Shiro AMANO	Waste Management	Senior Advisor, Environmental Management Group, Global Environment Department, JICA	Overall and SPREP
Koji MAESHIMA	Cooperation Planning	Deputy Director, Environmental Management Team 1, Environmental Management Group,	Fiji, Samoa, Tonga

		Global Environment Department, JICA	
Yutaka FUKASE	Cooperation Planning	Senior Assistant Director, Environmental Management Team 2, Environmental Management Group, Global Environment Department, JICA	PNG, Solomon, Vanuatu
Noriko YAMADA	Cooperation Planning	Technical Advisor, Office for Climate Change, Environmental Management Group, Global Environment Department, JICA	FSM, Palau, RMI
Atsuko ORIMOTO	Evaluation Analysis	Senior Consultant, Consulting Division, Japan Development Service Co., Lt d.	Overall, SPREP, Samoa, Solomon, Vanuatu
Keisuke NISHIKAWA	Evaluation Analysis	Senior Manager, QUNIE CORPORATION	PNG, Fiji, Tonga
Sugumi TANAKA	Evaluation Analysis	Consultant, Japan Development Service Co., Ltd.	FSM, Palau, RMI

<Schedule>

Remote survey was taken place from May to July 2022.

Period of Evaluation: April 2022 – July 2022	Type of Evaluation: Terminal Evaluation
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III. Results of Evaluation

1. Project Performance

(1) Outputs

Overall, some progress has been made in almost all countries, and 29 out of the total 43 Outputs had been fully or mostly achieved or were likely to be achieved by the end of the Project despite the disruption caused by the COVID-19 pandemic.

	Output 1	Output 2	Output 3	Output 4
Region-wide	Monitoring mechanism for solid waste management in line with Cleaner Pacific 2025 is strengthened.	Regional cooperation within the Pacific is organized and promoted by utilizing regional human resource and sharing lessons learnt in the region.	Regional capacity of disaster waste management is strengthened.	Practical and sustainable 3R+Return system is enhanced.
Results	Partially Achieved	Achieved	Achieved	Mostly Achieved
Palau	Formation and submission for approval of National Solid Waste Management Strategy	Promotion of good practices on SWM and 3R + Return	Improvement in waste collection in 10 states of Babeldaob Island and in Koror	Transition from M-dock landfill to a new landfill
Results	Achieved	Mostly achieved	Achieved	Mostly achieved
FSM (Federal government)	Support to each state in the formulation of SSWMS	Promotion of good practices on SWM and 3R + Return		
Results	Achieved	Achieved		
Yap	Development of State Solid Waste Management Strategy	Promotion of good practices on SWM and 3R + Return	Improvement of waste collection	
Results	Achieved	Mostly achieved	Unable to evaluate	

Chuuk	Development of State Solid Waste Management Strategy	Promotion of good practices on SWM and 3R + Return	Exploration of effective CDL implementation mechanism	
Results	Achieved	Mostly achieved	Expected to be mostly achieved	
Pohnpei	Development of State Solid Waste Management Strategy	Promotion of good practices on SWM and 3R + Return	Exploration of effective CDL implementation mechanism	
Results	Achieved	Mostly achieved	Expected to be mostly achieved	
Kosrae	Development of State Solid Waste Management Strategy	Promotion of good practices on SWM and 3R + Return	Improvement of waste collection	
Results	Achieved	Mostly achieved	Achieved	
RMI	Formulation and submission of (Solid) Waste Management Strategies to relevant authorities	Promotion of good practices of SWM and 3R + Return	Exploration of CDL mechanisms suitable to RMI	
Results	Mostly achieved	Mostly achieved	Achieved	
PNG	Enhancement of institutional capacity through the development of national policy, strategy and implementation plan	Enhancement of ULLGs' capacities to tackle the SWM issues	Sustainable implementation of NCD's waste management plan	
Results	Mostly achieved	Partially achieved	Partially achieved	
Solomon	Strengthening SWM capacity of HCC	Promotion of lessons learnt from the SWM obtained in Honiara and Gizo to other areas.	Specifying economic measures for sustainable SWM in the SI.	
Results	Mostly achieved	Partially achieved.	(On-going) ³	
Vanuatu	Enhancement of institutional capacity of DEPC to implement NWMPCS	Improvement of existing waste disposal sites	Initiation on an economic incentive scheme for promotion of 3R + Return	
Results	Achieved	Mostly achieved	Mostly achieved	
Fiji	Promotion of evidence-based policies based on the 3R concept	Implementation of a pilot study for regional 3R + Return program		
Results	Mostly achieved	Partially achieved		
Tonga	Formulation of WAL's 5-year business plan for the expansion of waste management services	Strengthening of WAL's capacity in implementing sustainable SWM in outer islands	Formulation of SWM action plans in Ha'apai and 'Eua	Capacity development in implementing sustainable SWM in Ha'apai and 'Eua
Results	Achieved	Achieved	Achieved	Partially achieved
Samoa	Development of NSWMS	Establishment of rubbish collection monitoring system	Implementation of feasibility study on financial options	
Results	Achieved	Achieved	Partially Achieved ⁴	

³ Expected to be achieved before the completion of the project.

⁴ Ditto.

(2) Project Purposes

	Project Purpose	Results
Region-Wide	Implementation of the Cleaner Pacific 2025 on solid waste management is timely monitored and supported based on Pacific-to-Pacific cooperation.	<u>Mostly achieved</u> It was because of the great achievements made in the latter part of the Project Purpose, although the indicator 1 was assessed to be only partially achieved. Whenever there were great changes on inputs and/or activities, indicators should have been examined and altered accordingly to reflect the real picture of the project.
Palau	With a view to commencement of a new landfill site, an appropriate solid waste management system is created	<u>Mostly achieved</u> All indicators of Project Purpose were met. However, due to the remaining question on the sustainable financing, the Project Purpose is considered to have been mostly achieved
FSM Fed.Gov.	Support to creation of solid waste management system in each four state is provided	<u>Mostly achieved</u> Opportunities for sharing and learning among the four states were created by the federal government
Yap	Creation of solid waste management system is promoted	<u>Mostly achieved</u> All indicators of the Project Purpose have been achieved, as challenges were identified and measures to tackle the challenges were proposed based on quantitative and technical analysis. The Output 1 and 2 have been largely achieved, but it was not possible to evaluate the Output 3 due to external factors inhibiting the project implementation. As such, the Project Purpose is considered to have been mostly achieved.
Chuuk	Creation of solid waste management system is promoted	<u>Expected to be mostly achieved</u> All indicators of the Project Purpose have been achieved, as challenges were identified and measures to tackle the challenges were proposed based on quantitative and technical analysis. The Output 1 and 2 have been largely achieved, but the Output 3 is expected to be mostly achieved if necessary documents are drafted before the end of engagement of experts in September 2022. As such, the Project Purpose is considered to have been mostly achieved.
Pohnpei	Creation of solid waste management system is promoted	<u>Expected to be mostly achieved</u> All indicators of the Project Purpose have been achieved, as challenges were identified and measures to tackle the challenges were proposed based on quantitative and technical analysis. The Output 1 and 2 have been largely achieved, but the Output 3 is expected to be mostly achieved if necessary documents are drafted before the end of engagement of experts in September 2022. As such, the Project Purpose is considered to have been mostly achieved.
Kosrae	Creation of solid waste management system is promoted	<u>Mostly achieved</u> All indicators of the Project Purpose have been achieved, as challenges were identified and measures to tackle the challenges were proposed based on quantitative and technical analysis. The three Outputs were largely achieved. As such, the Project Purpose is considered to have been mostly achieved.
RMI	Creation of solid waste management system is promoted	<u>Mostly achieved</u> All indicators of the Project Purpose have been achieved, as challenges were identified and measures to tackle the challenges were proposed based on quantitative and technical analysis. As there was some pending issue (clarification regarding NWMP), the Project Purpose is considered to have

		been mostly achieved.
PNG	Strengthening the institutional framework and project implementation capacity of SWM	<u>Mostly achieved</u> and the remaining work needs to be completed by the end of the project period. The roles and responsibilities of the ULLG are not stipulated in the waste plans but have been understood in substance through several workshops, and a monitoring system for the ULLG has been also established.
Solomon Is.	Institutional capacity for SWM is strengthened at the national and provincial centers' levels.	<u>Partially achieved</u> (Potentially Mostly achieved or Achieved by the end of the project) Potentially, the project purpose could be assessed as “Mostly achieved” by the end of the project, if, at least, all verifiable indicators of Output 2 are achieved in a second provincial center.
Vanuatu	A foundation of implementing and monitoring SWM activities in line with the Vanuatu National Waste Management and Pollution Control Strategy (NWMPCS) is built.	<u>Mostly achieved</u> However, the indicators of the Project Purpose have largely been achieved through Output 1. Since there were meaningful outputs and activities added/modified, indicators should have been changed accordingly to reflect the reality of the project.
Fiji	Implementation of SWM based on Fiji’s national strategy	(Can be said) <u>mostly achieved</u> The Project Purpose can be said to have been mostly achieved. It is important to ensure that the local government waste management plan will be finalised in all 13 councils, including the procedure for monitoring and reporting of the indicators as well as the roadmap to cover rural areas.
Tonga	Establishment of foundation of SWM in outer islands	<u>Achieved</u> The service of waste management by WAL has disseminated in outer islands in Tonga and it could be considered that the waste management system including waste fee collection has been established.
Samoa	Solid waste is appropriately managed based on the National Waste Management Strategy (NWMS).	<u>Mostly achieved</u> (Potentially Mostly achieved or Achieved by the end of the project) Despite the challenge, great achievements were observed under the project. At the time of terminal evaluation, it has been assessed that the Country Project Purpose of Samoa was “Mostly Achieved”; however, it seems that all indicators will most-likely be achieved before the completion of the project.

2. Summary of the Evaluation Results

(1) Relevance

The Project is evaluated to be still relevant in terms of necessity and priority.

There are issues related to coping with the increase in waste due to population growth and economic activity and the development of final disposal sites; and low recycling rates, moreover; technicians and specialist who are engaged in waste management in small island countries are not many, and local authorities rely on a handful officers, whose skills are often limited. Therefore, the needs of the waste management are still high. In regards to the priority, Waste Management is stated in development strategies as one of the priority issues to be improved in respective country, and the Project has been aligned with the single regional sector strategy, Cleaner Pacific 2025, which is a comprehensive long-term strategy for integrated and sustainable waste management and pollution prevention and control in the Pacific islands region from 2016 to 2025.

(2) Coherence

The coherence of the project is high in terms of the consistency with Japanese ODA policy, other Japanese schemes and other development partners, although many collaboration did not progress as

planned during the COVID-19 pandemic.

(3) Effectiveness

The Project is evaluated to be relatively effective considering the prospects for achievement of the Project Purpose and contribution of the Outputs to the achievement, though there were substantial delay at the middle of the project due to the COVID-19.

The majority of the valid indicators have already been fully or mostly achieved, and the project purpose is expected to be achieved. However, some indicators were not verifiable to assess the achievement of the Project Purpose, and the levels of achievements were assessed in a more comprehensive way (weigh more on other indicators, add conditions, etc.).

(4) Efficiency

Due to the extraordinary situation with COVID-19 pandemic, the degree of “Efficiency” was not determined in this survey, although the production level of the Outputs, appropriateness of the Inputs in producing the Outputs, and the utilization of the Region-wide Activities were examined.

(5) Impacts

The indicator of the Overall Goal was not verifiable in the Region-Wide PDM and no indicators filled in country PDMs; therefore, it is necessary to set up verifiable indicator(s). Various positive impacts have been observed. Negative impacts have not been observed.

Remarkable impacts are in the following table:

Area/Country	Positive Impacts
Region-Wide	<ul style="list-style-type: none"> • The Moana Taka Partnership (MTP) was a joint effort by SPREP and J-PRISM2, which was initiated by the 1st 3R+Return expert in J-PRISM2. Fiji, Samoa, PNG and RMI have already started to use MTP. • The project could assist promptly Samoa, Vanuatu and Tonga after major natural disaster hit those countries. Moreover, the project strengthened ties closely with National Disaster Management Offices, in particular, Vanuatu, the Solomon Islands and Tonga, which are the top 3 high risk countries in disaster risk index in the world. • Project led Tonga’s Disaster Waste Recovery Plan, which provided the basis for the government budget support for the follow up of Disaster Waste recovery operations. Samoa’s inclusion of Disaster Waste under the Environment Sector in the National Disaster Management Plan 2017-2020 provided the basis for government budget support for Disaster Waste recovery operations during the Cyclone Gita 2018 and the Flooding in 2020. • Establishment of recycle associations were not in the original scope of the project; however, four Recycle and Waste Management Associations were established in Samoa, Vanuatu, Solomon and PNG, and Tonga to join. This activity has boosted the 3R+Return mood in target countries.
Palau	<ul style="list-style-type: none"> • Improved capacity of C/P in the technical areas of waste management, including analysis, planning, setting-up and implementation of waste collection systems and management of waste disposal site. • Positive environmental impact of closing state disposal sites which was an open dumping site • More efficient waste collection despite longer distance of transport from some areas, which was made possible by the successful introduction of an Inter-State Collection System with a centralized disposal site
FSM Fed.Gov. Yap Chuuk Pohnpei Kosrae	<ul style="list-style-type: none"> • There has been improvement in terms of waste management strategies with the development of the SSWMS in each state was developed, clarifying the challenges, priorities and measures to be taken • Knowledge of the waste operators was improved, including data collection, which was used to visualize improvements. • The project brought opportunities for the C/P to discuss with communities on their responsibilities for SWM through community outreach. Communities gained awareness and they are much more mindful and concerned about better disposal of waste (Yap). • Due to the weekly collection by the inter-municipal collection system, the collection rate was improved (according to the collection data of the first week of the operation), and it was observed that the littering in the communities has been reduced (Kosrae)
RMI	<ul style="list-style-type: none"> • Raised awareness and political commitment to continue improving solid waste management,

	<p>exemplified in the improvement of the final disposal site.</p> <ul style="list-style-type: none"> Improved technical capacity in waste management (on the CDL operations and improvement of the final disposal site) Reduced littering through the introduction of CDL system Environmental protection through preventing water pollution due to the expansion of the disposal sites to the inland sea
PNG	<ul style="list-style-type: none"> In the case of Kokopo municipality, the importance of collecting and analysing waste information at the landfill site has become more recognized than before. It was observed that 50% of waste in Kokopo was of organic origin, and the waste composting activity in Kokopo was smoothly promoted and the soil manure has been produced and used in the gardens in Kokopo for beautification. There has been lots of improvements in terms of waste management policies and strategies. Moreover, the project also has elevated a standard of living for the communities especially around the landfill sites. In terms of positive impact to social aspect, according to the comment from NCDC, the linkages and collaboration with schools such as “3R Eco School Project” has been able to change the culture from “Waste ignorant Society” to “Waste Conscious Society”.
Solomon	<ul style="list-style-type: none"> Formulation of the Waste Management and Control Division of HCC. Tipping fee system has been established under HCC, although the revenue is used for not only waste management but also other purposes. Not only the target provinces, but other provinces have started to gain awareness of the importance of waste management.
Vanuatu	<ul style="list-style-type: none"> The establishment of the Waste Management and Environmental Health Division in the PVCC. The restructuring of the DEPC for further enhancement. A collection system utilizing GPS saves fuel and allows better control over the movement of collection vehicles. Starting to assist other parts of the country. The Final Draft of the National Waste Minimization Plan (2021-2025) has been formulated. Lesson guidance for environmental education has been formulated (in partnership with the Ministry of Education). The technical capacity of disaster waste management and assisting the National Disaster Management Office has been strengthened. More aid coordination in waste management (Dialogue among the DEPC, the PWP and J-PRISM2 regarding the Container Deposit System (CDS) was held in October 2021 to decide demarcations).
Fiji	<ul style="list-style-type: none"> Draft waste management plans of all targeted municipalities have been developed and continuously monitored since then. This has resulted in the DLG being able to set a foundation for appropriate policies, such as the expansion of waste collection services in rural areas.
Tonga	<ul style="list-style-type: none"> The project has observed that the awareness on waste management has been raised among the local residents in Vava’u by establishing the waste collection system which had never existed before, and is represented by the high rate of waste fees paid to WAL. The same procedure is being established in other outer islands of Ha’apai and ‘Eua, and it is expected that the awareness among the residents will be raised as well.
Samoa	<ul style="list-style-type: none"> Collection services are improved (number of complaints: 100 to 15 per month, collection coverage 63% to 75%, approximate time to solve a complaint 2-7days to immediate-2days, etc.) <p>It is an extraordinary impact at the time of the terminal evaluation, since positive impacts on end users normally only emerge many years after the project implementation.</p> <ul style="list-style-type: none"> Endorsement and enforcing of the Waste (Plastic Bag) Management Regulations 2018 in which the effective date (30 January 2019) of banning single use plastic shopping bags, plastic packing bags and plastic straws. Numbers of achievement on Waste Management are listed in the Annual Report of the MNRE.

(6) Sustainability

Sustainability of effects of this Project is evaluated to be fair, if all target countries continue committing their budget and personnel towards waste management, and SPREP continues supporting the countries’ effort.

<Policy and Institutional side>

Region-wide: Cleaner Pacific 2025 (Pacific Regional Waste and Pollution Management Strategy 2016-

2025) is the only comprehensive regional waste and pollution management strategy in the Pacific Region. Midterm review was conducted in 2020, and “CP 2025 Pacific Regional Waste and Pollution Management Strategy Implementation Plan 2021–2025” was developed and issued on the 31st of July 2020. J-PRISM2 is to support CP 2025, and political and institutional sustainability is likely to be secured.

< Organizational side >

Region-Wide: In terms of regional cooperation on waste management, as mentioned above, the Clean Pacific Roundtable was established and has been meeting regularly since 2016 to develop a framework for sharing information on waste management in the region. In addition, a certain level of sustainability at the regional level is expected through the realization of the next phase. On the other hand, the number of personnel in charge of waste management (the counterpart of this project) is limited to one, and the SPREP would have struggle to support the project activities of J-PRISM2 without the Project Office.

< Financial side >

Region-Wide: Like other regional organization, the SPREP’s revenue comprise of contributions from member countries and funding from development partners. EU had pledged the largest funding, 17 million EUR, under EDF 11 (2017-2022), and over 7 mil USD was still available in the end of year 2020. Regarding program/donor fund income, Waste Management and Pollution Control increase it expenses from 2,424, 287USD (2019) to 3,019,346USD (2020). It shows strong interests among donors in this sector.

< Technical side >

Region-Wide: Despite the communication gap during the COVID-19 pandemic, the technical capacity of C/Ps in the target countries has gradually been enhanced in terms of knowledge regarding SWM, landfill management, and 3R+Return by applying the knowledge and skills acquired through the previous period and a remote support by the project experts, and in some countries, most of the knowledge and technologies transferred through the project activities is very likely to be maintained. However, staff turn-over is one of the most serious issues in securing sustainability of the project and more training and technical transfer is necessary for newly recruit staff members. Database of human resources and training information, PIDOC was submitted to the SPREP, and expected to be utilized to keep enhancing human resources in the region.

3. Conclusion

After careful examination of the Project Performance and the Project Implementation Process, (1) the Project is still relevant, (2) the overall coherence is relatively high, (3) it is effective, (4) positive impacts are observed and (5) sustainability is fair, if all target countries continue committing their budget and personnel towards waste management, and the SPREP continue supporting the countries’ effort.

The Project Purpose is expected to be mostly achieved before the completion of the project. Therefore, it is appropriate to terminate the Project in March 2023.

4. Recommendation (See ANNEX: Country Terminal Evaluation Report under ATTACHMENT, for country specific recommendations)

(1) **To the Project** (SPREP and Project Office experts)

To consider altering the indicator of Overall Goal more verifiable.

Examples of alternative indicators

- X or more (or “All”) national waste management strategies/policies of target countries are revised or up-to-date.
- Waste management plan (s) for at least one city of each country based on the national waste management strategies/policy is developed and/or up-to-date.
- More than XX% of trained personnel remains working in the waste management sector in the region.
- Project activities/implementation is included in the organizational annual work plan report.

(2) **To SPREP**

To utilise revised PIDOC effectively

Pacific Islands Database of Capacity Development Activities (PIDOC), has been reviewed and submitted to SPREP. It has a great potential to be able to contribute towards the Pacific-to-Pacific cooperation and it is highly recommendable for SPREP to utilise the tool to engage the regional experts to various waste management activities in the Pacific region.

5. Lessons Learnt

<Project Monitoring: Importance of the quality and following up the findings>

It is very important to monitor the progress of the project regularly, and detect any problems in the early stage. Therefore, it is recommendable to conduct comprehensive review with utilizing the monitoring sheets at the middle of the project to reflect its progress and challenges to the PDM on large-scale project such as J-PRISM.

< Project Design (Verifiable Indicators)>

There are several PDMs, which have problems regarding the verifiable indicators, and it made very difficult to assess the level of the achievement of the project.

- Logical relations have to be confirmed
- To decide appropriate objectively verifiable indicators.
- To alter/revise PDMs with close consultation among stakeholders, when it is necessary.
- To include indicators to be able to visualize the capacity development of the C/Ps.

< Project Implementation Structure>

When the project is executed as a “hybrid-type” (combination of long-term experts for regional activities and project administration, and groups of consultants (short-term experts) to implement each country’s activities), it is important to pay more attention on the project implementation structure; how the relationship between long-term experts and consultants who work for each country is like; regional activities taken place in each country should be included in countries’ PDMs, and; consultants should report their activities to the Chief Advisor, etc.

< COVID-19 Related Lessons>

- To include measures in case of international travelling ban.
It will be possible to have outbreak of COVID-19 and/or other diseases again. Therefore, it will be necessary to include personnel who can assist the project activities on site, when the experts cannot travel prolonged period of time.
- To continue on-line meeting for administrative purposes.