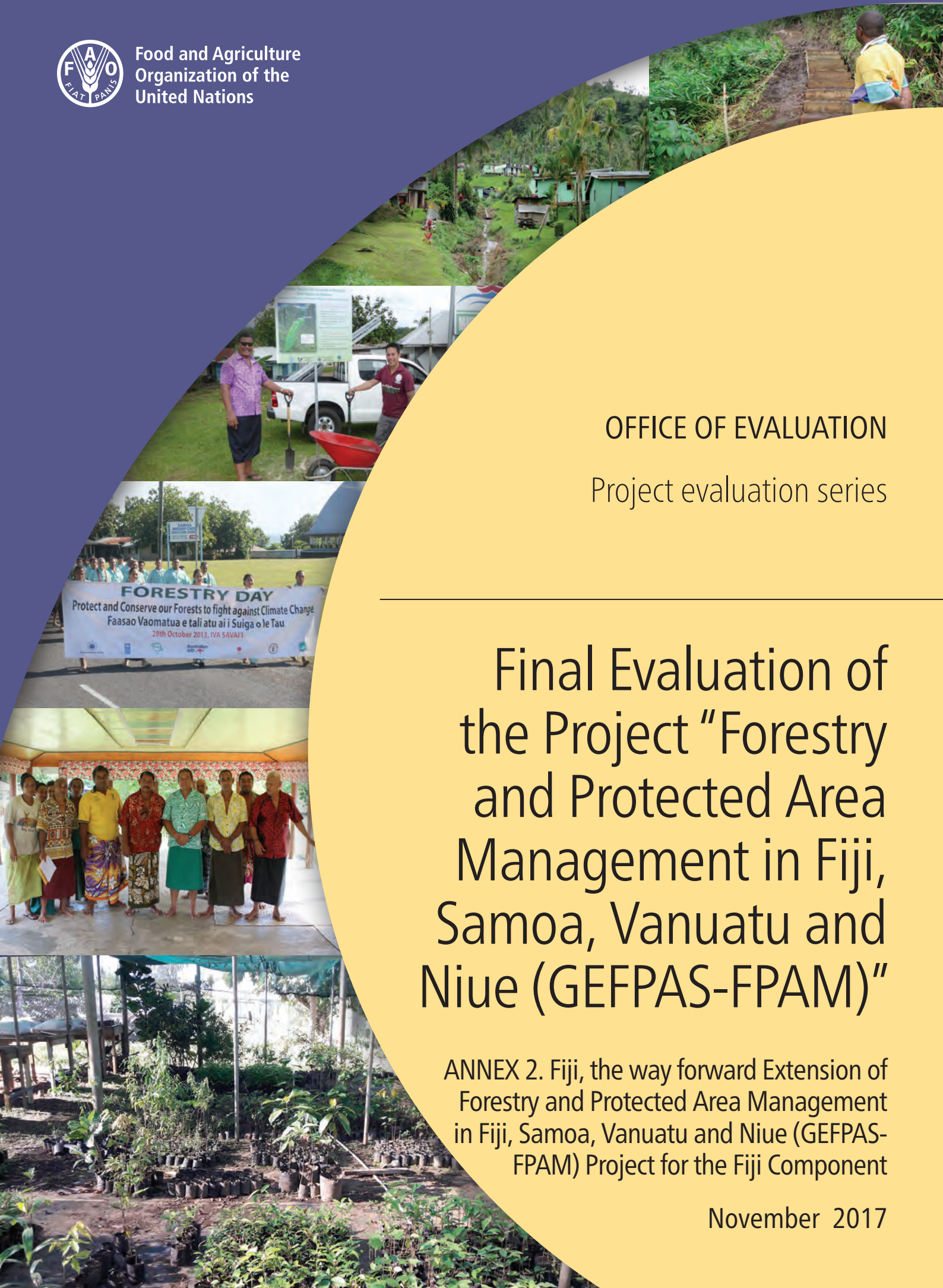




Food and Agriculture  
Organization of the  
United Nations



OFFICE OF EVALUATION

Project evaluation series

# Final Evaluation of the Project “Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue (GEFPAS-FPAM)”

ANNEX 2. Fiji, the way forward Extension of  
Forestry and Protected Area Management  
in Fiji, Samoa, Vanuatu and Niue (GEFPAS-  
FPAM) Project for the Fiji Component

November 2017



PROJECT EVALUATION SERIES

**Final Evaluation of the Project “Forestry and  
Protected Area Management in Fiji, Samoa,  
Vanuatu and Niue (GEFPAS-FPAM)”**

**GCP /RAS/262/GFF  
GEF ID 3819**

**ANNEX 2. Fiji, the way forward  
Extension of Forestry and Protected Area Management in Fiji, Samoa,  
Vanuatu and Niue (GEFPAS-FPAM) Project for the Fiji Component**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION**

**November 2017**

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned. The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO 2017

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via [www.fao.org/contact-us/licence-request](http://www.fao.org/contact-us/licence-request) or addressed to [copyright@fao.org](mailto:copyright@fao.org).

For further information on this report, please contact:

Director, Office of Evaluation (OED)  
Food and Agriculture Organization  
Viale delle Terme di Caracalla 1, 00153 Rome  
Italy  
Email: [evaluation@fao.org](mailto:evaluation@fao.org)

Cover photo credits: ©FAO

# Contents

- 1. Background..... 1**
  - 1.1 Mandate for the evaluation regarding an extension of the project in Fiji ..... 1
  
- 2. Methodological note..... 2**
  
- 3. Conclusions and recommendations..... 3**



## 1. Background

- 1 The Global Environment Facility-Pacific Alliance for Sustainability- Forest and Protected Area Management Project (GEFPAS-FPAM) is scheduled for completion on 30 June 2017. Originally planned for four years, the GEFPAS-FPAM project was declared operational in July 2011. As a result of lengthy delays at start-up, project activities did not start until January 2012. This, combined with a series of natural disasters in the region, led to a project no-cost extension of 24 months, in 2015.
- 2 During implementation, Fiji experienced cyclones that significantly delayed the implementation of the project activities because of the direct impact of the extreme weather event and due to an extended period of State of Emergency declared by the Government. During the crisis, all government agencies were directed to disaster recovery and communities were, and to an extent still are, recovering and rebuilding. Moreover, Fiji has been through a period of political transition that has limited the opportunities for the project to deliver agreed outputs within the extended time frame of the project.
- 3 The project includes six outcomes and a project management and monitoring component as follows:
  - Outcome 1: Policy, legal and institutional arrangements effectively support biodiversity conservation and Sustainable Land Management (SLM).
  - Outcome 2: Effective and sustainable in situ biodiversity conservation areas, established and/or strengthened.
  - Outcome 3: Stakeholders have the capacity to plan, implement and monitor biodiversity conservation and sustainable land and forest management.
  - Outcome 4: Sustainable financing of protected areas in place through a mixture of local income-generation, government finance and innovative measures.
  - Outcome 5: Marketing of biodiversity goods and services and SLM practices result in improved livelihoods of local communities.
  - Outcome 6: Poor land use practices and forest and land degradation reduced or reversed in target areas.
- 4 The local executing partner is the Ministry of Fisheries and Forests in Fiji. The Food and Agriculture Organization of the United Nations (FAO) is coordinating the implementation of the project through its Sub-regional Office in Apia, Suva. The project is guided by the Regional Project Steering Committee and at the national level a National Steering Committees guides implementation.

### 1.1 Mandate for the evaluation regarding an extension of the project in Fiji

- 5 The Terms of Reference for the Final Evaluation of the GEFPAS-FPAM note the following: for Fiji, considering the size of the unspent and national counterpart request for a no-cost extension, the evaluation team will provide suggestions on the way forward, to the extent allowed by evaluation time frame and budget constraints. Item 19 of the Terms of Reference note that lessons learned will include a proposal on the best way forward for Fiji. Accordingly, the evaluation team considered a potential additional extension of the project in Fiji.

## 2. Methodological note

6 The evaluation team undertook the following process:

- Questioned all relevant interviewees in Fiji seeking their views on whether an extension to the GEFPAS-FPAM was needed and if so what were the priority actions to be undertaken.
- Interviewed project staff on three occasions regarding the proposed extension. Developed a set of criteria (see below) to test the viability of the proposed extension and used these with project staff to review the proposed extension.
- Discussed the proposed extension with relevant government staff including the Conservator of Forests who is the Project Director and separately with the proposed incoming Conservator who will assume the role after the retirement of the Conservator on 9 June 2017.
- Discussed the proposed extension with the participants in the final wrap-up workshop conducted on 1 June 2017.
- Analysed the proposed work plan and budget for the extension.
- Developed and used the following criteria to test the viability of the proposed extension:
  - achievability of proposed outputs in terms of budget availability, capability of the project staff and partners, time available;
  - likelihood of achieving an impact;
  - priority of partners and local communities.



### 3. Conclusions and recommendations

- 7 The evaluation team agrees that **the circumstances faced by the project during implementation were unanticipated and they impacted delivery of the project for a period of at least six months and likely impacted the project for an overall period of 9 to 12 months.** This included the direct impact of the cyclone(s) – damage to crops, buildings and other infrastructure including roads and bridges, the extended impact resulting from the government’s and communities’ focus on recovery and reconstruction; and from the government’s declaration of a state of emergency that redirected government staff for six months.
- 8 The evaluation team noted that **the activities proposed, to be undertaken within the extension period, were consistent with the components (outlined above) and the outputs and activities contained within the project design.** The activities that the evaluation team considered likely to be difficult to achieve were discussed with the project team and agreement reached in terms of modifying these activities in the final request for extension of the project.
- 9 **The evaluation team agrees that the activities and budget (as modified following discussions with the project team) proposed for the extension period are relevant, likely to be effective, have the potential to achieve an impact** and are sufficiently in line with the priorities expressed by project partners that were interviewed in Fiji.
- 10 The proposed support to the Sovi Basin Trust Fund has not been completed due to a range of administrative reasons. The proposed extension of the project includes a mechanism to provide at least some of the originally earmarked funds to support the operation of the Fund. The evaluation team is not in a position to suggest how best to proceed on this issue, but it notes that partners are very keen for the support to be provided. The evaluation team suggests that **urgent attention be given to the issue concerning the support to the Sovi Basin Trust Fund.**
- 11 The final evaluation team urge that GEF make a decision rapidly on the proposed extension, as its success will be dependent on FAO retaining the National Project Coordinator, who has led FPAM project implementation in Fiji since early 2012.

**Recommendation 1. It is recommended that the GEF extend the project in Fiji, on a no cost basis, for a period of 12 months from 30 June 2017. The recommended extension will allow for the completion of a range of activities that have to-date been delayed.**

**These above mentioned activities include:**

- **completion of currently unfinished contracts;**
- **completion of the policy, legal institutional review and development of a framework/roadmap to guide future efforts;**
- **consolidation of field site work with communities and identification of partners/ projects who can continue effort and improve the likelihood of sustainability, completion of the sustainable financing study and report;**
- **completion of capacity building including the Forestry Training School’s Biodiversity and Protected Areas Management course, local level training and the Wakatu campaign and supporting the development of biodiversity rapid assessment draft standards.**

**Recommendation 2. It is recommended that the following activities proposed by the National Steering Committee/National Project Committee should not be included in the extension, as they are unlikely to be achievable in the 12 month period, which necessarily will include some time for the project wind-up. Specifically, these are the following:**

**Taveuni Monitoring Plots:**

- establish monitoring plots for Taveuni protected area
- field test National Systems and collect baseline data
- train 20 government and lead officers

**Tomaniivi Monitoring Plots:**

- establish monitoring plots for Tomaniivi protected area
- field test National Systems and collect baseline data
- train 20 government and lead officers

**Delaikoro Monitoring Plots:**

- establish monitoring plots for Delaikoro protected area
- field test National Systems and collect baseline data
- train 20 government and lead officers

- 12 The Herbarium have the capacity to complete the field work, but have been very slow to provide the required with written reports in past work for the FPAM.
- 13 The Secretariat for the Pacific Community's request during the final evaluation for continued support during the extension has not been included – as the SLM activities which they have worked on during FPAM implementation are being continued through the European Union-ACP Action Against Desertification project, which FAO is coordinating.
- 14 **Post-script (29 August 2017):** Following the review of the draft evaluation report it was brought to the attention of the evaluation team that the project would be in a position to complete the outstanding monitoring plot work within the time frame of the extension of the project in Fiji. Accordingly, the evaluation team accepts that the following activities could be now included in the project extension in Fiji:

**Taveuni Monitoring Plots:**

- establish monitoring plots for Taveuni protected area
- field test National Systems and collect baseline data
- train 20 government and lead officers

**Tomaniivi Monitoring Plots:**

- establish monitoring plots for Tomaniivi protected area
- field test National Systems and collect baseline data
- train 20 government and lead officers

**Delaikoro Monitoring Plots:**

- establish monitoring plots for Delaikoro protected area
- train 20 government and lead officers





**Food and Agriculture  
Organization of the  
United Nations**

**OFFICE OF EVALUATION**  
[www.fao.org/evaluation](http://www.fao.org/evaluation)