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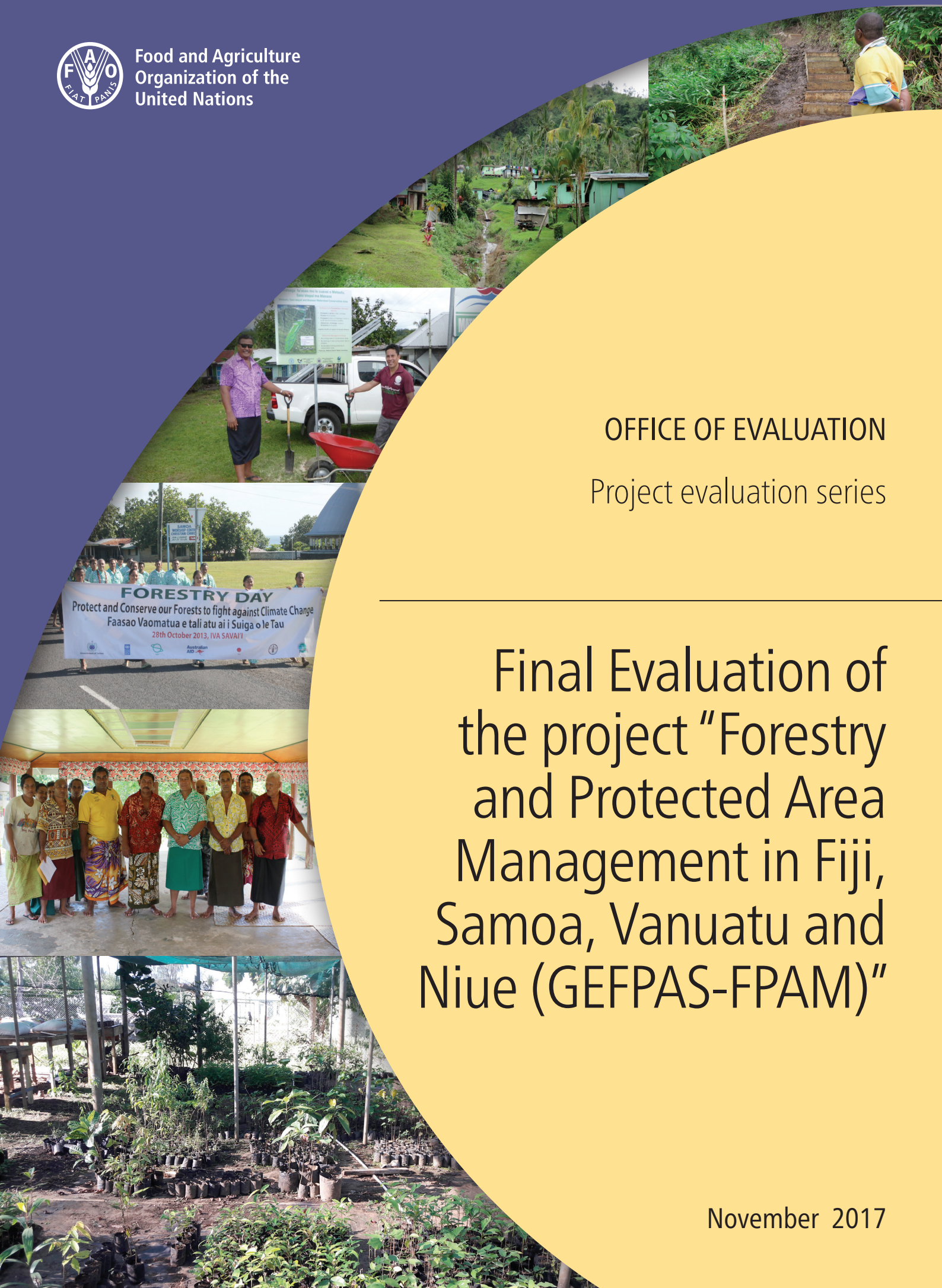

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Project evaluation series

Final Evaluation of the project "Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue (GEFPAS-FPAM)"

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
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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
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Acronyms and abbreviations

AAD	Action Against Desertification (EU-ACP project in Fiji)
FAO	Food and Agriculture Organization of the United Nations
FPAM	Forest and Protected Area Management Project
GEF	Global Environment Facility
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
SFA	Samoa Farmers Association
SFM	Sustainable Forest Management
SLM	Sustainable Land Management
WIBDI	Women in Business Development Inc. (Samoa)

Executive Summary

Introduction

1 This report presents the findings of the Final Evaluation of the six year[1] Global Environment Facility – Food and Agriculture Organization of the United Nations (GEF-FAO) ***Forest Protected Area Management (FPAM) in Fiji, Samoa, Vanuatu and Niue*** project, which was implemented between January 2012 and July 2017. The project's global environmental objective was '***to strengthen biodiversity conservation and reduce forest and land degradation***' and the development objective was '***to enhance the sustainable livelihoods of local communities living in and around protected areas***'.

2 This Final Evaluation serves the twin purposes of accountability and learning. It assesses the project's results, their value relevant to target beneficiaries, national needs and priorities, as well as documenting important lessons for potential scaling-up/-out, replication or follow-on projects in the Pacific Island region that may use similar approaches, target beneficiaries, tools and project design elements. Primary users of the Final Evaluation will be the GEF, target beneficiaries and national counterparts in Fiji, Samoa, Vanuatu and Niue, the Project Task Force, project partners and FAO itself. Secondary users will be the various line ministries in the Governments of the project countries and other concerned local organizations, both public and private.

3 The main evaluation questions (EQs), which have been designed to address the evaluation objectives as well as the achievement and sustainability of the six project outcomes, are:

EQ1: To what extent were the project's global environment objective and project development objective achieved?

EQ2: What results (intended and unintended) did the project achieve across its six components?

EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders participation in the decision-making process related to project activities?

EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

EQ6: What are the key lessons that can be learned from the project's implementation?

4 The Final Evaluation assessed the project over its full implementation period from January 2012 to June 2017, covering all the project's planned Outcomes and Outputs in all four project countries (unlike the Mid-term Evaluation which was unable to include Niue). The evaluation examined the project's achievements at regional, national, sub-national and local levels. The evaluation for Fiji is to be considered interim, as Fiji is likely to be given a further no-cost extension of 12 months (see Annex 2).

5 The Final Evaluation was conducted by two independent international consultants (see Appendix 5), assisted by the National Project Coordinators in their respective countries, the project's National Technical Adviser in Samoa and the project's Chief Technical Adviser. Assistance was mainly in terms of facilitating and organizing consultations and field visits, gathering and collating project reports and information and exchanging views on the issues faced by each different country. The evaluation utilized several methods to gather and analyse information including a literature review, stakeholder consultations and field visits to sites including participatory meetings with project communities in Fiji, Niue and Samoa. Due to logistical constraints, it was not possible to complete any field visits in Vanuatu. The findings

1 Originally a four year project, which received a no-cost extension to six years after the Mid-term Evaluation in 2015.

of this Final Evaluation are summarized below, followed by the conclusions and a series of recommendations. The Collect Earth analysis undertaken for the evaluation did not identify meaningful results, probably because of the short time frame of the project compared to the time it actually takes for land use change to show at a scale identifiable on satellite imagery.

Main findings

6 The main findings of the evaluation are presented below, grouped by evaluation question.

EQ1: To what extent were the project's global environment objective and project development objective achieved?

7 **Finding 1: The performance of the project overall has been Satisfactory.** The project has operated under complex and uncertain circumstances because of a series of natural disasters and some political changes. It also had to deal with low capacity and the complexities of customary land tenure. The work of the project on biodiversity conservation and improved management of forests has been highly relevant in all four countries. The project originally planned to support an increase in the area protected from an existing 30 000 ha to 110 000 ha. The evidence suggests that whilst the areas targeted by the project for establishment as protected areas have not all been provided with enduring legal protection (71 559 ha is now formally protected compared to the 110 000 ha target), improved conservation is being achieved for forested areas. The project's work on promoting sustainable land management (SLM) technologies in the forested margins around protected areas has been relevant to country contexts, but limited in extent (focusing largely on horticulture demonstration plots) and effectiveness. The project has completed numerous planned activities (training – detailed in Appendix 13, developing demonstration sites, a wide range of consultancy/baseline studies – see Appendix 8) aimed at enhancing sustainable livelihoods through income generating activities. Nevertheless, there is little evidence to indicate that these actions are being scaled-up or will be sustained without further government support and/or inputs from future projects. The project has made a satisfactory contribution to FAO's Strategic Objective (S0) 2 and the GEF BD SO1 and a moderately satisfactory contribution to GEF BD SO2 and GEF LD SO2. Co-financing has made a highly satisfactory contribution to project outcomes.

EQ2: What results (intended and unintended) did the project achieve across its six components?

8 **Outcome 1: Moderately Satisfactory.** The expectation that the project would achieve policy and legislative reform was over-ambitious. The rating does not imply any criticism of the project as it is fully recognized that developing new law and policy can be a time consuming exercise and is not within the control of a project. However, the project successfully supported the analysis of legal and policy frameworks and identified gaps and overlaps in all four countries, an outcome that will be useful for future developments in these countries. It was influential in raising the importance of relevant laws and policies and had some, although incomplete, success in encouraging new, or revision of existing, legislation. Political change and natural disasters have also slowed the process of making policy and law in the region.

9 **Outcome 2: Moderately Satisfactory.** The project has been successful in some aspects of this component, although further work is still needed to secure legally binding protection of identified areas. The area under formal/legal protection increased by 41 559 ha, which is substantially less than planned. Nevertheless, the project has undertaken much of the work needed to gain formal recognition of the targeted areas as protected areas. The effectiveness in producing protected area management plans and implementing high-priority management activities was affected by the complexity of customary land tenure. The concept of community-based conservation has gained relevance over the life of the project and this is an important prerequisite for sustainability beyond the project.

10 **Outcome 3: Satisfactory.** Capacity building has been undertaken by the project and was added to all project activities after the Mid-term Evaluation and the second regional Project

Steering Committee meeting, when it was agreed that the lack of capacity was the biggest barrier for FPAM's implementation. Due to delays in project implementation, the baseline surveys that were carried out were not subsequently followed up repeat surveys, making it difficult to assess change over time. The project provided information about biodiversity conservation that has effectively been used at national level. Notable achievements include the Forestry Training Centre's Biodiversity Conservation and Protected Area Management (BC&PAM) programme in Fiji and the Wakatu Fiji campaign.

11 **Outcome 4: Moderately Unsatisfactory.** Only a small amount of progress has been made towards the achievement of this outcome. In Fiji, a section on financial mechanisms and support have been included in the Sovi Basin Protected Area Management Plan, 2013 (National Trust of Fiji, 2013). Beyond this, long-term term financing needs for protected area management have not yet been determined, nor have potential new financing mechanisms been explored. In Samoa and Vanuatu no progress has been made as there were apparently insufficient funds remaining in the project budget. In Niue, a project-funded study into financial instruments and resource mobilization for conservation (Niue Chamber of Commerce, 2015) generated several ideas to support the conservation business plan (which was also developed with project support). Strengthening of local capacity and policy framework for Payment for Ecosystem Services in Fiji has not been achieved and was dropped by the project following a recommendation of the Mid-term Review. The Sovi Basin Trust Fund in Fiji is now operational; however, the plans for the project to contribute to funds to the Sovi Basin Trust Fund have not been realized.

12 **Outcome 5: Moderately Satisfactory.** The analyses of markets and capacities for local communities to engage in markets for biodiversity goods and services were relevant and efficient. There has been improvement to livelihoods of groups closely connected to the project. There was little evidence in Samoa to show that the scale of effort invested in sustaining organically certified food production had a positive impact for the income of members of local communities. There were shortcomings in the achievement of Output 2, "Eco-cultural tourism and non-wood forest product income generating activities operating successfully by end of project", in terms of relevance, effectiveness and efficiency. Most of the efforts under this output were in ecotourism and the plans should come to fruition in the coming years.

13 **Outcome 6: Satisfactory.** The project ensured that communities who live around several of the project's pilot protected areas have received awareness raising and smaller numbers have been trained in sustainable forest management (SFM) and SLM to reduce pressure on the forests. In Fiji, the project completed awareness and training programmes on sustainable forest and land management to improve the knowledge and understanding of the local communities, farmers (including youth and women) and extension officers about the benefits of SFM and SLM. In Samoa, the project supported the publication of the State of Sustainable Land Management, a comprehensive review of policies. Also, in Samoa community members and families involved in the project are benefiting – however, the project has found it difficult to obtain reliable, verifiable, quantitative data on changes in farm productivity and/or income levels as farmers tend not to keep records. In Niue, the project supported training and developed a range of related published materials aimed at strengthening local capacity.

EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

14 **Satisfactory.** Despite the Project Document (ProDoc) being relatively lacking in clear strategy or plan for the project to address gender, the project recognized that men and women hold different and complimentary knowledge of the forests where the FPAM worked. The project has made a considerable effort to support gender equality and the empowerment of women. It should be complimented for the range of activities it included to empower women without compromising the culture of indigenous peoples. Not all FPAM training records are disaggregated by gender and the evaluation team did not have time to visit all project sites to interview women beneficiaries and obtain reliable gender-disaggregated data. The overall project training records (Appendix 13) show that where information is available, of 999 trainees who attended courses run by the project, 348 were women and 651 were men (35 percent women).

EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders' participation in the decision-making process related to project activities?

15 **Highly Satisfactory.** Free, prior and informed consent is not mentioned in the ProDoc nor in the Mid-term Evaluation, although it has been a guiding principle for over a decade. Nevertheless, the project has made substantial efforts to engage stakeholders and include partners and all relevant actors in project activities. The project has strongly focused on local communities and customary land-owners, as is appropriate for the Pacific region. The project established very good and effective working relations with the beneficiary communities. In all the target countries, the project teams made concerted efforts to ensure that they consulted with and informed the communities and customary land owners before beginning any work, to ensure they fully understood the background to project ideas and were allowed to reach consensus and make decisions according to their customary systems of decision-making.

EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

16 **Satisfactory.** The project did not achieve many of the planned outputs in relation to sustainable financing. Nevertheless, in most countries there are projects that have taken on, or are in the process of taking on, many of the unfinished activities of the project. Land remains a contentious issue in all the FPAM countries and the impacts of this on any similar project should not be underestimated. Political change remains an uncertainty in most countries. The government departments involved in the project are under-resourced and have relatively low capability compared to their mandates. The capacity of non-governmental organizations (NGOs) varies markedly between countries, with Fiji perhaps having the most developed and stable NGO sector. Local institutional capacity (e.g. at village level) remains low, albeit with some improvement because of the project. Many of the project countries have much larger follow-on GEF projects, which aim to continue the work of FPAM with the same beneficiary communities (e.g. the Ridge to Reef projects). Although the project did not secure legal protection over all sites identified in the ProDoc, there is an improved awareness of the need for conservation and capacity has been developed to better manage natural resources. There remain risks from increasing weather variability, frequency of extreme events and other climate change-related issues; however, project activities such as promoting SLM and income generating activities are enabling adaptive capacity and resilience.

EQ6: What are the key lessons that can be learned from the project's implementation?

17 There are ten key lessons that can be learned from the project's implementation:

- Implementation of conservation activities in customary tenure situations requires time, patience and a respectful approach to communities.
- Legislative, policy and institutional change often takes longer than the time scale of a single project.
- Livelihood and SLM activities promoted by the project that are meant to achieve conservation need to be linked effectively to the planned conservation outcomes, rather than risk being standalone activities that may have either no, or negative impact on conservation.
- The Wakatu Fiji campaign provides a valuable lesson on how to engage customary land owners and the general public for similar projects that are seeking to raise awareness and build networks of support across multiple sectors. The campaign is based on a concept well understood by local people and uses state of the art social media tools to reach audiences and engages a wide range of government and non-government actors.
- The difficulty faced by the project in generating sustainable financing mechanisms for protected areas deserves further study.
- The partnership approach adopted by the project, involving government agencies, NGOs and research and training organizations in the coordinated delivery of project activities was beneficial to the achievement of project outcomes.

- A complex project design (in this case, six components) made it challenging to implement; a less complex design (e.g. two to three components) may have been easier for the project and partners to implement.
- Aligning project design to the current and potential capacity of national and local stakeholders helps build confidence for upscaling and sustainability after the project concludes.
- It would be beneficial if FAO's complex project-related administrative procedures were streamlined and the Organization ensured that project managers/national coordinators and executing agencies (usually government departments) are fully and effectively inducted into FAO procedures and policies (including allowing time and budget for increasing the project management knowledge and skills of the recruited staff).
- The potential to improve the effectiveness of projects by enabling them to respond quickly and appropriately to beneficiary communities when faced with natural disasters, for example, through agreed protocols that clearly identify triggers, responses and decision-making processes for such events, is worth further consideration.

18 **Monitoring and evaluation (M&E):** The M&E work of the project has been well-organized and has prepared all the necessary Project Implementation Reports, Project Progress Reports etc. which track project activity. A Mid-term Evaluation was conducted from November 2014 to May 2015. There remain gaps in the quantification of the impacts of project activities.

19 **Project implementation and execution:** The project team was effective and efficient in delivering project outputs. The efforts of the project team to adapt to changing circumstances and cope with the impact of cyclones was noted by numerous respondents to the evaluation.

Conclusions and recommendations

Conclusions

20 Based on the evidence collected throughout the evaluation process, the Final Evaluation drew several conclusions, which have been organized around the order of the evaluation questions raised in the Terms of Reference (Annex 1). The order does not imply any priority from 1 to 9.

Conclusion 1. The project was relevant to the individual needs of each of the four target countries. The regional approach provided an opportunity for the countries to share experiences and lessons, which will be invaluable for their implementation of future GEF and other (*inter alia the EU project Action Against Desertification Fiji,* R2R, REDD+) projects.

21 The outcomes of the project are consistent with the priorities of the Governments of Fiji, Samoa, Vanuatu and Niue and with the national priorities listed in the FAO Country Programming Framework (CPF) for the Pacific Subregion. The overall focus of the project remained relevant for the duration of the project, with some minor adjustment at national level to planned activities. This conclusion speaks to the overall robustness of the original design of the project given that the region (and the project) has experienced numerous severe weather events (see Appendix 12), other natural disasters, political changes (particularly in Fiji) and the fact that a long period of time elapsed between development of the original idea for the project (2007) and its final approval (2011). Gaps in project design included consideration of the role of habitat fragmentation, for example resulting from hydro-power developments and roads, also the impact of invasive species.

Conclusion 2. The project responded to the impact of tropical cyclones by adjusting timelines and budgets and also, at times, supporting disaster relief efforts.

22 A series of tropical cyclones (see Appendix 12) (as well as tsunamis, flash floods and earthquakes) delayed project implementation and in some cases damaged implementation sites, the homes of and means of communication for beneficiary communities. Even cyclone

warnings disrupted project activities (meetings and work at pilot sites were cancelled). The response included some adjustment of the focus of the project and a substantial increase in project delivery time (from four to six years overall and an additional year proposed for Fiji).

Conclusion 3. The project did not effectively deliver some of the planned outputs; however, it made good progress towards the global environment objective and project development objective.

23 The project did not realize all the planned increase in protected areas, nor the planned establishment of sustainable financing of protected areas. It also did not achieve all targets for improving local livelihoods or SLM. However, the lack of progress needs to be considered in terms of both: a) how effectively the project was implemented; and b) how realistic the original project design was. The primary reasons for the weak delivery of outputs are: a) the original design of the project, whilst relevant, was overambitious; and b) delays in start-up of the project meant that many activities were not commenced until the final years of the project, leaving insufficient time to complete all planned actions. Whilst the original design of the project acknowledged the complexity of dealing with customary land tenure, the lack of capacity and the complexity of developing mechanisms for sustainable financing, it nevertheless set targets that were beyond the capacity of the project, the countries and local communities to implement. The full impacts of the different systems of customary land ownership on the project's ability to secure land for protected areas has proved to have been underestimated by the designers, most notably for Fiji and Niue. Regarding sustainable financing, the project team found that more groundwork and preparation was needed in each country than had been appreciated during project design. Towards project closure, the project focused on discussing, planning and networking with existing and upcoming projects (***inter alia*** GEF5) to share lessons from FPAM and ensure that these projects continue the unfinished activities in their work plans.

Conclusion 4. The activities and budget proposed for the 12-month extension of the project in Fiji are relevant, likely to be effective, have the potential to achieve an impact and fit the priorities of project partners in Fiji.

24 The activities proposed, to be undertaken within the extension period, are consistent with the components, outputs and activities included in the project design. The circumstances faced by the project during implementation in Fiji 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.

Conclusion 5 The project was very effective in developing capacity at the full range of levels and it is likely that there will be a long-term legacy of benefits accruing long after project closure.

25 The Wakatu campaign across the whole country of Fiji provides an excellent model for awareness raising. Project training of local community leaders as champions for biodiversity conservation was highly effective in all the project countries. The project's support to the Fiji Forestry Training Centre to develop a Biodiversity Conservation and Protected Area Management programme, to be completed during the Fiji extension, will be a very important legacy of this project for Fiji and the other countries of the South Pacific. This highly flexible programme fills a gap in training/capacity building for school leavers, in-service training for Government and private sector staff and can be adapted for tailored short courses for community leaders/members. In achieving its global environment objective and project development objective, the project supported the publication of a wide range of important baseline and other documents and created a comprehensive online archive (146 articles in total listed in Appendix 6). These will form an important legacy of the project if they are archived securely and made available to the public.

Conclusion 6. The project should have better linked its activities with climate change.

26 The risks section of the ProDoc notes that the project's approach to climate change '***will focus mostly on taking preliminary measures to adapt to change'***. However, apart from this reference, the term climate change does not occur in the project outcomes, outputs or indicators. Moreover, neither documents provided to the evaluation team during the final evaluation, nor interviews undertaken with project team members, indicated that the project deliberately addressed adaptation to climate change. The impacts of climate

change are increasingly being felt in the South Pacific and are predicted to continue to do so (increasing frequency and intensity of tropical cyclones, heavier rainfall and longer, hotter dry seasons). There may have been greater uptake of certain project activities (particularly SLM technologies) by local communities if the benefits of these in terms of climate change adaptation had been a stronger focus of the project.

Conclusion 7. The project adopted an inclusive approach that sought to fully consider gender and age equity and inclusion issues and project staff and partners remained sensitive to cultural values associated with gender, youth and elderly people.

27 Eighty-two percent of respondents to the online survey noted that the project fully recognized the role of women in biodiversity conservation/sustainable use of natural resources and promoted greater women's access to information, resources and training.

Conclusion 8. The project appeared to have established very good and effective working relations with the beneficiary communities. There is clear evidence that the project teams engaged well with large numbers of people in each pilot project site, gaining trust and ensuring that the project's planned activities were locally acceptable.

28 Whilst the project has not fully documented how it engaged with local communities, a wide range of informants who were involved in the project complemented its efforts to work with customary land owners and local communities. Sixty-seven percent of respondents to the online survey noted that the project recognized the roles of indigenous men and women in biodiversity conservation/sustainable use of natural resources and promoted their specific rights.

Conclusion 9. The project results set a very sound foundation for protected area management.

29 The project has provided the four countries with good platforms on which to build/extend their protected area estates, having improved the legal, policy and institutional frameworks and addressed vital awareness raising and capacity building issues. Maintaining and/or increasing interest of government agencies responsible for the affairs of customary land owners in protected area issues is likely to be a key to long-term conservation success in the Pacific. The partnership approach to delivering the project has left a positive legacy in the region.

Recommendations

30 The following recommendations emerge from the final evaluation's findings and conclusions.

Strategic issues

Recommendation 1. It is recommended that FAO encourages countries and development agencies to better coordinate the large number of biodiversity conservation and sustainable land management projects in South Pacific countries at national and regional levels (as exists for water and climate change). *Inter alia*, this will help reduce the current problem of multiple projects simultaneously drawing government staff resources away from the basic tasks of government.

Project implementation/operational issues

Recommendation 2. It is recommended to GEF and FAO that key project staff be in post before inception workshops are held.

31 Project teams and others should thoroughly review work plans and activities during the Inception period to ensure they are aligned with the current national and local priorities. Consideration should be given to holding two inception workshops in each country – one to revise the project activities/work plans and another to launch the project.

Recommendation 3. It is recommended to FAO that projects seeking to engage customary landowners and local communities should seek to recruit local staff in the pilot areas to provide continuous support to communities involved in the project.

32 Whilst such support does not need to be full-time, it should be provided on a regular basis to maximize uptake of planned outcomes and optimize learning and capacity building. For each pilot site, a more thorough understanding of land governance issues should be obtained, ideally during the Project Preparation Grant period (where pilot sites are already agreed) or early on during implementation (e.g. where pilot sites agreed during inception).

Recommendation 4. It is recommended to GEF and FAO that projects, which include promoting the protection of forested protected areas and the adoption of SLM technologies, highlight the win-win-win (local, national, global) co-benefits that these activities generate, including for climate change adaptation and mitigation.

33 Raising awareness about the linkages between forest conservation and management, SLM and climate change will likely increase uptake of conservation and SLM activities [for example, demonstrating the links between protecting forests and reducing peak/low flows in rivers and SLM technologies such as "climate smart agriculture" systems (FAO, 2013)].

Recommendation 5. It is recommended to GEF and FAO that future projects that are focused on biodiversity conservation and protected area management should more clearly identify sustainable livelihoods and economic benefits that can be clearly linked to the improved conservation of biodiversity.

34 Such approaches should include assessment of baseline, mid-term and end of project livelihood, ecosystem service and biodiversity indicators. For example:

- Livelihood opportunities that encourage local communities to protect and conserve natural resources, such as well-managed ecotourism and sustainable Non Wood Forest Product industries.
- SLM strategies that clearly reduce pressure on natural resources (e.g. by reducing conversion of forests to agriculture) rather than simply focusing on improving agricultural productivity.
- Livestock strategies that improve herd quality and at the same time reduce impacts of grazing on common lands.

Recommendation 6. It is recommended to GEF and FAO that a greater proportion of project funds for similar projects be devoted to developing income generating activities including careful assessment of their economics and value chains, to compensate land users who agree to reduce/halt former hunting/collecting etc. activities in protected areas.

35 Work should begin on these as soon as possible after project start-up in order to motivate beneficiary communities and give them a chance to show results by the end of a typical four to five-year project. For example, by drawing on lessons from:

- the Integrated Approaches Pilots being piloted by GEF[2] and others. In particular, the Food Security Integrated Approach[3] in Sub-Saharan Africa that aims to promote the sustainable management and resilience of ecosystems and their different services to address food insecurity;
- over 40 years of experience in community forestry (Gilmour, 2016);
- efforts to develop Payment for Ecosystem Services schemes.[4]

2 https://www.thegef.org/topics/integrated-approach-pilots

3 http://www.fao.org/land-water/land/sustainable-land-management/iap/es/

4 https://www.thegef.org/sites/default/files/publications/28252nomarks_0.pdf

Recommendation 7. 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 had been delayed (see Annex 2).

36 These above-mentioned activities include:

- completion of 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 that 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.

1. Introduction

1 This report presents the findings of the independent Final Evaluation of the ***Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue*** (FPAM) project (GCP/RAS/262/GFF) which was conducted between March and July 2017. The FPAM was financed by the Global Environment Facility (GEF) and implemented by the Food and Agriculture Organization of the United Nations (FAO).

2 FPAM was designed to strengthen the capacity of Fiji, Samoa, Vanuatu and Niue to arrest the continuing loss and degradation of their native forests and at the same time improve in sustainable ways the livelihoods of rural populations whose dependence on biodiversity is a contributing factor to land degradation. It was furthermore designed to catalyse synergistic collaboration between the forestry, environment and agricultural sectors.

3 The project was structured into six components, each covering a different technical area. Each component was further divided into a set of subcomponents. Each subcomponent included an objective and expected results. Not all subcomponents involved all four participating countries. Appendix 1 and Appendix 2 provide a more detailed description of the project components and changes made over the life of the project, respectively.

4 The project used a multi-country approach, with activities tailored to the priorities and needs of each participating country, with project-funded personnel in each of the four countries coordinating implementation and with oversight provided by local executing partners. The local executing partners were the Ministry of Local Government, Urban Development, Housing and Environment (Fiji), the Ministry of Natural Resources and Environment (Samoa), the Ministry of Lands and Natural Resources (Vanuatu) and the Department of Environment (Niue).

5 The total project budget was around USD 18 million, of which USD 6.3 million was funded by the GEF through a full size project grant. The remaining amount represents the co-financing from project partners and national counterparts as follows: USD 2.2 million from national governments, USD 1.5 million from FAO, USD 8.0 million from other co-financiers (mainly non-governmental organizations (NGOs) and bilateral resource partners) (see Appendix 3).

6 This project falls under the umbrella of the Pacific Alliance for Sustainability (PAS). Project ideas were discussed and agreed at the GEF Regional Consultation on the PAS (Apia, Samoa, 10 September 2007) and were included in the final PAS programme approved by the GEF Council on 24 April 2008. FAO and the United Nations Development Programme (UNDP) were selected as the GEF Agencies to take the lead on the development of these projects (UNDP for Papua New Guinea and FAO for Fiji, Samoa, Vanuatu and Niue).

1.1 Purpose of the evaluation

7 This Final Evaluation serves a twin purpose of accountability and learning. It assesses the project's results, their value relevant to target beneficiaries, national needs and priorities as well as documenting important lessons for potential scaling-up/-out, replication or follow-on projects in the Pacific Island region that may use similar approaches, target beneficiaries, tools and project design elements.

8 Primary users of the Final Evaluation will be the GEF, target beneficiaries and national counterparts in Fiji, Samoa, Vanuatu and Niue, the Project Task Force, project partners and FAO itself. Secondary users are various line ministries in the Governments of the above-mentioned countries and other concerned local organizations, both public and private. The learning will be useful for both current projects and projects that are yet to be designed, as well as for guiding intervention strategies of both government and non-governmental actors.

1.2 Scope and objectives of the evaluation

Scope

9 The evaluation considered the entire project, focusing in particular on the period following the Mid-term Evaluation (i.e. from May 2015 to June 2017, see Annex 1. for the Terms of Reference of the evaluation). During the scoping phase for the Final Evaluation, the FAO Office of Evaluation (OED) realized that at three months from its official closure the project had an unspent amount of USD 1.6 million, of which USD 1.25 million related to Fiji. For this reason, the evaluation was directed to consider Samoa, Vanuatu and Niue as final and for Fiji the evaluation team was asked to provide suggestions on the way forward, to the degree allowed by the evaluation time frame and budget constraints.

10 To the extent possible, the evaluation examined the project achievements at both national and local levels, based on evidence from the field. It focused on the soundness and relevance of project design against national priorities and needs (in particular the ability to adapt over the project period to changes in national priorities), the results achieved and their replicability as well as on determining lessons learned.

11 The Final Evaluation considered the two GEF evaluation objectives at the project level, that is: (i) to promote accountability for the achievement of GEF objectives; and (ii) to promote learning, feedback and knowledge sharing. Findings considered the five internationally-accepted evaluation criteria, namely relevance, efficiency, effectiveness, impact and sustainability.

Objectives

12 The evaluation objectives have been identified by the Office of Evaluation (OED) in consultation with the Project Task Force and donor's representatives to address needs and priorities identified by the primary users of the evaluation findings. The evaluation objective was to assess the results of the project and their value to identified stakeholders at different levels - public/ministerial, private, not for profit and community levels.

13 The evaluation team was guided by an evaluation matrix (see Appendix 4) comprising six Evaluation Questions (EQs) as follows:

EQ1: To what extent were the project's global environment objective and project development objective achieved?

EQ2: What results (intended and unintended) did the project achieve across its six components?

EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders' participation in the decision-making process related to project activities?

EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

EQ6: What are the key lessons that can be learned from project implementation?

14 The evaluation provides lessons learned and suggestions to inform future GEF and FAO projects. The Final Evaluation provides information on the potential (at the time of the evaluation mission) no-cost extension of the project in Fiji for a further period of 12 months (see Annex 2). The Final Evaluation also identifies the contributions made by the project to the following:

- FAO Strategic Objective 2 (SO2): Make agriculture, forestry and fisheries more productive and sustainable;
  - Outcome 2.1: Practices that increase and improve agricultural sector production in a sustainable manner adopted by producers and natural resource managers (60 percent of resources);[5]
  - Output 2: Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.
- GEF Biodiversity Strategic Objective 1 (BD SO 1): To catalyse sustainability of protected area systems;
- GEF Biodiversity Strategic Objective 2 (BD SO-2): To mainstream biodiversity in production landscapes, seascapes and sectors;
- GEF Land Degradation Strategic Objective 2 (LD SO-2): To upscale sustainable land management (SLM) investments that generate mutual benefits for the global environment and local livelihoods;
- Also, the Pacific Multi-Country Programming Framework (PMCPF) for the period 2013-2017.

1.3 Methodology

15 The Final Evaluation was conducted by two independent international consultants (See Appendix 5 for the profiles of the evaluation team members), with the support and assistance of an Evaluation Manager in the FAO Office of Evaluation (OED), the project's Chief Technical Adviser, the Lead Technical Officer, the Subregional Coordinator, the four National Project Coordinators and National Project Directors in their respective countries, and the project's National Technical Adviser in Samoa. Assistance by the staff involved in the project was mainly in terms of facilitating and organizing consultation and field visits, gathering and collating project reports and information and exchanging views on issues faced by each different country.

16 The evaluation was conducted in accordance with the guidance, rules and procedures established by FAO and GEF. It adhered to the United Nations Evaluation Group (UNEG) Norms and Standards6 and was in line with the Office of Evaluation (OED) Manual and its methodological guidelines and practices. It adopted a consultative and transparent approach with stakeholders throughout the evaluation. Triangulation of evidence and information gathered underpinned its validation and analysis, supporting the conclusions and recommendations. It was undertaken in line with the principles of independence, impartiality, transparency, disclosure, ethics, partnership, competencies/capacities, credibility and utility.

17 The evaluation matrix listed a series of sub-questions as well as the tools and methods the evaluation team used to collect the data/evidence, also GEF evaluation criteria addressed by each question. The following tools were used to collect data and evidence to answer the evaluation questions:

- *Desk-review* of existing project documents and reports, including the Mid-term Evaluation, to understand the context and structure of the project and identify the project's achievements (see Appendix 6 for a list of documents produced during the life of the project, Appendix 7 for a list of project websites and weblinks and Appendix 8 for a list of documents and other materials cited in this report).
- *Time-series analyses* of interventions were undertaken to identify changes in: policies and their implementation, behaviours and knowledge, financial regulations, protected areas coverage and changes in land use. Analysis of income generation and livelihood assets of local communities had been planned by the evaluation team, but data was not available.
- *Face-to-face semi-structured interviews* with key informants, stakeholders and project participants, including the GEF operational focal points in the participating countries (see Appendix 9 for a list of people interviewed and Appendix 10 for the field mission agenda).

5 Source: FAO FPMIS July 2017.

6 http://www.uneval.org/document/detail/21

- *Skype semi-structured interviews* with stakeholders not met in person by the evaluation team.
- *Focus group discussions* with participants and stakeholders in a limited number of project sites.
- *Assessment of quantitative data on protected area coverage, land and forests*, provided to the evaluation team by the Chief Technical Adviser based on project reports.

18 An *electronic survey* was originally intended to collect data before the in-country missions from a few key stakeholders and, in doing so, inform evaluation design. To compensate for the short time available for the in-country mission, the duration of the survey was extended and it was administered to a larger number of stakeholders, theoretically, who the evaluation team could not meet. The FPAM questionnaire survey was administered using SurveyMonkey to 76 key informants identified with the advice of the project Chief Technical Adviser across the main project partners in the four countries. The survey had a 61 percent return rate (46 interviewees) which is considered sufficient to provide a good level of confidence that the results represent the views of project partners. Even though some respondents were both contacted to complete the SurveyMonkey and interviewed by the evaluation team, the SurveyMonkey enabled the Office of Evaluation (OED) to collect feedback from stakeholders who could not be interviewed in person or by skype, further triangulating the information collected during the field mission. Overall, the survey results (Annex 3) support the findings of the Final Evaluation.

19 Thematic interview protocols (for some components, gender issues, indigenous people, etc.) were developed to guide the semi-structured interviews and focus group discussions.

20 The evaluation mainstreamed the following GEF evaluation criteria: relevance, effectiveness, efficiency, country ownership, stakeholder's involvement, partnership/co-financing, sustainability, socio/environmental risks management, catalytic role and contribution to long-term impacts, management and monitoring design/implementation.

21 The FPAM project team provided a wide range of data sources. These included many reports, publications, data sets, maps, videos and awareness raising materials (see Appendices 6, 7 and 8). The data was evaluated against each of the six EQs and the related sub-questions.

22 The evaluation team also considered:

- **Performance standards.** The Final Evaluation, while focusing on project results, used GEF rating scales as performance standards (Global Environment Facility, 2008 and 2017). This included: three criteria for assessing project outcomes; objectives; monitoring and evaluation (M&E); project implementation and execution, namely relevance, effectiveness, efficiency, rated as one of the following:
  - *Highly Satisfactory (HS)* - no shortcomings in the achievement of project objectives;
  - *Satisfactory (S)* - minor shortcomings;
  - *Moderately Satisfactory (MS)* - moderate shortcomings;
  - *Moderately Unsatisfactory (MU)* - significant shortcomings;
  - *Unsatisfactory (U)* - major shortcomings;
  - *Highly Unsatisfactory (HU)* - severe shortcomings (see Appendix 11 for ratings of project outcomes).
- **Project sustainability.** The overall likelihood of risks to sustainability was rated, also separately financial, socio-political, institutional and environmental risks using the scale Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U), Unable to Assess (UA).
- **Stakeholder engagement.** The evaluation team interviewed partners and stakeholders in all four countries involved in the project. This included visits to some of the field sites: Gataivai, Taga and Matautu on Savai'i (Samoa), Nabalasere on Viti Levu (Fiji) and Niue and discussions (through interpretation services when necessary) with local people. Office-based interviews were conducted with a community leader/landowner from the Bay Homo project site on Pentecost (Vanuatu) and Huvalu (Niue).

1.4 Limitations

23 All evaluations have limitations that result from the time available, the reliability of data and interviews, also the accessibility of key informants, amongst other things. This Final Evaluation was limited by the following factors:

- The duration of the Final Evaluation field work was very short, conducted over a three-week period and extremely limited in terms of the time available to visit pilot sites.
- The evaluation team relied on interviews with community members and focus group discussions being interpreted by non-professional interpreters who were often closely linked to the project (e.g. project or government staff). This potentially introduced bias and reduced the quality of the interviews, thus the reliability that should be placed on information obtained (only from these informants).
- The Project Document (ProDoc) makes only very limited reference to gender and women and does not contain baseline information on gender, nor could the evaluation team find any that had been collected prior to implementation of project activities.
- Not all the FPAM training records are disaggregated by gender and the evaluation team did not have time to visit all project sites to interview women beneficiaries and obtain reliable gender-disaggregated data from visits to the project sites.
- The change in one of the evaluation team members, due to administrative issues, a few weeks before in-country missions, meant the final team had very limited time to build a shared understanding of the evaluation.
- The overlap between those contacted to complete the SurveyMonkey and the interviewees created confusion with some interviewees who were reluctant to provide the evaluation team with time or answers as they believed they had already responded to the review. Furthermore, the timing of the implementation of the survey monkey, postponed for the reasons mentioned above (see paragraph 18), prevented the evaluation team from verifying the survey results during the in-country mission.

1.5 Structure of the report

24 Following this introduction, the report provides a brief background and context of the project (Section 2). This is followed by key findings that are ordered according to the six evaluations questions (Section 3) listed in the evaluation matrix (see Appendix 4). Section 4 includes other relevant issues, including comments on monitoring and evaluation and project implementation and execution. Section 5 contains the evaluation team's conclusions and recommendations followed by a set of appendices and list of (separate) Annexes. References used in support of the report are noted in the text and included as a list in the appendices, whilst websites referred to are included as footnotes.

2. Background and context of the project

2.1 Background of the project

25 The initial proposals that were to become the GEF-FAO Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue project were prepared by the four countries in 2007, as part of the development of the Pacific Alliance for Sustainability. For this exercise, countries were asked to prioritize project ideas across all GEF focal areas and within the GEF resource allocations available to them in GEF-4. Five countries (Papua New Guinea, Fiji, Samoa, Vanuatu and Niue) prioritized expanding their protected areas and strengthening protected area management with a strong emphasis on protected areas in forests. These project ideas were discussed and agreed at the GEF Regional Consultation on the PAS in Apia, Samoa, on 10 September 2007 and were included in the final PAS programme approved by the GEF Council on 24 April 2008. FAO was selected as the GEF Agency to take a lead on the development of the FPAM project. The following steps were taken to develop the project:

- preparation of project notes (GEF Project Identification Forms or Project identification Forms) in consultation with the countries in 2008, with FAO taking the lead;
- review of the Project Identification Forms by countries at the GEF Subregional workshop for Focal Points in the Pacific Small Island Developing States meeting in Auckland, New Zealand, on 18 and 19 September 2008;
- the four Project identification Forms from Fiji, Samoa, Vanuatu and Niue were combined and consolidated by FAO, reviewed and endorsed by countries and then finally submitted for approval on 4 December 2008;
- the Project Identification Form was approved by the GEF Council as part of the January 2009 Inter-sessional Work Programme.

26 Project preparatory activities (led by FAO staff) commenced in January 2009 with inception workshops in all four countries. The workshops developed work plans mapping out the next steps in project preparation. Following this, national consultants and institutions were engaged to review the current situation in the four countries vis-à-vis protected area status, existing legal, policy and institutional arrangements for biodiversity conservation, local capacity relevant to project implementation, protected area financing needs and capacities, possible scope and potential activities, and past and current activities that are relevant.

27 Technical reports for project preparation were finalized and submitted to FAO by October 2009 and the full ProDoc was prepared by December 2009. The final project design was reviewed by FAO and in the countries during December 2009 and January 2010. The project was approved for implementation in March 2011 and declared operational in July 2011.

28 The development objective of the project is to enhance the sustainable livelihoods of local communities living in and around protected areas. Its global environmental objective is to strengthen biodiversity conservation, reduce forest and land degradation. Global benefits from the project were expected to include: increased representation of important ecosystems in the protected area networks in these countries; enhanced biodiversity conservation in production landscapes (through mainstreaming and marketing of biodiversity goods and services); increased financial sustainability for protected area management; and reductions in the barriers to sustainable forest and land management.

29 The project was structured into seven components (six technical components and one project management). The technical components were: (i) policy and legal reform; (ii) extension and consolidation of the protected area network; (iii) strengthening capacity for community-based conservation management; (iv) developing mechanisms for sustainable protected area financing; (v) sustainable use of biodiversity; and (vi) sustainable land management in forest margins. Each component was further divided into a set of subcomponents containing an objective, expected result and a set of activities (see Appendices 1 and 2 for details).

30 The anticipated outcomes of this project were:

- policy, legal and institutional arrangements effectively support biodiversity conservation and sustainable land management;
- effective and sustainable ***in situ*** biodiversity conservation areas established and/or strengthened;
- stakeholders have the capacity to plan, implement and monitor biodiversity conservation and sustainable land and forest management;
- sustainable financing of protected areas in place through a mixture of local income-generation, government finance and innovative measures;
- marketing of biodiversity goods and services and sustainable land management practices result in improved livelihoods of local communities;
- poor land-use practices and forest and land degradation reduced or reversed in target areas.

31 Due to the lengthy time taken to identify and recruit suitably qualified project staff, activities did not start until January 2012 and the Chief Technical Adviser was not appointed until July 2012. The Pacific Islands of Fiji, Samoa and Vanuatu faced several devastating tropical cyclones following project start-up (see Appendix 12), which further delayed the implementation process. For these reasons and as recommended by the Mid-Term Evaluation which was conducted in 2015 by the FAO Office of Evaluation (OED), the project was extended for additional 24 months with a no-cost extension, till June 2017.

32 This evaluation for Fiji is to be considered interim as, at the time of the evaluation mission, Fiji was likely to be given a further no-cost extension of 12 months as many activities had yet to be completed, delayed due to Tropical Cyclone Winston in March 2016. As agreed with FAO Subregional Office for the Pacific Islands (SAP), the GEF unit in FAO and the project team, the Office of Evaluation (OED) circulated a dedicated case study on the way forward for Fiji (see Annex 2), in June 2017 (prior extension). In July 2017, also thanks to the above-mentioned dedicated case study, the project in Fiji received a no-cost extension for additional 12 months. Therefore, action has been already taken to address conclusion 4 and recommendation 7 which are drawn from the case study on the way forward for Fiji and the analyses presented in this report.

33 The Office of Evaluation (OED) undertook a Mid-term Evaluation of the project between November 2014 and May 2015. The purpose of the Mid-term Evaluation was to determine progress being made towards achievement of project outcomes and outputs and identify the corrective actions if necessary. Following the Mid-term Evaluation, some of the project Outputs and Activities were revised (see Appendix 1) and a no-cost extension was granted by the GEF.

2.2 Regional and national contexts of the project

34 The four Pacific countries of Fiji, Samoa, Vanuatu and Niue are located within two of the World's 34 'Biodiversity Hotspots' where the richest and most threatened reservoirs of plant and animal life are found. Vanuatu is at the south-eastern end of the East Melanesian Islands Hotspot and accounts for 12 percent of the land area and contains 35 percent of the threatened plant and animal species occurring in this hotspot. Fiji, Samoa and Niue are at the south-western edge of the Polynesia-Micronesia Hotspot that covers most of the South Pacific Ocean. They account for about 25 percent of the land area of this hotspot and 28 percent of its threatened plant and animal species. This biodiversity is seriously under threat because of several factors including the lack of effective conservation management, unsustainable resource use and weak legal and policy frameworks.

35 However, despite this globally significant biodiversity, conservation - whether in formally protected areas or the wider production landscape - is extremely weak. These weaknesses, that the project sought to overcome, are due to several reasons, including: resistance to change in local communities; poor coordination between stakeholders; lack of capacity (including resources); lack of experience with community-based approaches to conservation; and inadequate and outdated policy and legal frameworks.

36 At a meeting in Rome in 2005, Heads of Small Islands Developing States stressed the need for the promotion of sustainable forest management (Rome Declaration, 21 November 2005). However, while the governments of all four countries expressed their commitment to sustainable, multiple-use forestry, their forests continue to degrade and suffer from poor forest management practices. There are a range of factors that contribute to forest degradation including clearing for agriculture, mining, over-harvesting and the effect of invasive species. Severe weather events including cyclones and harmful forest fires contribute to forest degradation. Climate change is likely to be compounding and accelerating these pressures on forests.

37 The underlying problems of lack of technical and administrative capacity of local forestry authorities and the non-existence or deficient participation of local communities in the planning and management of forest resources are common to all four countries.

38 Most of the forests in the four countries are owned by customary land owners and access to them for conservation or forest management purposes is not straightforward. Fingleton (2005) describes land tenure in the Pacific as "*a complex but flexible system of rights and obligations at individual, family, clan and tribal levels*' and notes that *'in simple terms, customary tenures can be seen as a balance between group and individual rights and obligations, with land ownership being held at group level and land use being exercised at the individual or household level"* (Fingleton, 2005). In a paper prepared for FAO in 2008, Fingleton concludes that the "*history of land reforms in the Pacific reveals one key fact – it is very difficult to succeed"* and that *"any reforms of customary tenures must be based on consent*" (Fingleton, 2008). Whilst the project was not focused on land reform, it did seek to promote biodiversity conservation within the context of complex customary tenure. The Project Document notes that the "*establishment of protected areas and other measures to promote biodiversity conservation and sustainable forest and land management are complicated by the very strong customary land ownership arrangements in these countries. This means that local communities must be consulted and agree to any proposed changes to forest and land management*".

39 There are, therefore, challenges and barriers requiring the sensitive and appropriate framing of forest policy, legal and planning frameworks. The ProDoc notes that "*forest authorities need to support and encourage participatory approaches to forest planning and management and increase the capacity and capability of local communities to participate in forest management and conservation activities"*.

40 The FAO Country Programming Framework (CPF) for the Pacific Subregion is a multi-country five-year strategic programme framework covering the period 2013-2017. It was developed after the Forest Protected Area Management project commenced, but is still relevant to the project (FAO, 2012). The CPF details outcomes and outputs in four priority result areas to which FAO assistance will be focused to address the development challenges and national priorities in thirteen Pacific Island Countries and one Territory, including Fiji, Niue, Samoa and Vanuatu.

41 The CPF document includes four Priority Areas for FAO partnership and assistance in the subregion: (1) Evidence-based Policy and Strategic Planning; (2) Food and Nutrition Security Resilient to the Impacts of Disasters and Climate Change; (3) Value/Supply Chain Efficiency and Market Linkages; and (4) Environmental Management and Resilience. Within these four overarching Priority Areas, each country has identified their priorities (i.e. not all countries have all four priorities). Whilst the FPAM project intersects with all four priority areas, the most relevant area for the project is Priority Area 4: Environmental Management and Resilience that identifies potential loss of valuable biodiversity and ecosystem services due to unsustainable resource management as a key issue.

42 The areas where FPAM contributed the most to CPF priorities in each of the four targeted countries are shown below in italics.

For Fiji, CPF priorities are:

- strengthened policy, legislative, regulatory and strategic planning frameworks;
- enhanced capacity of rural communities for increased production and productivity of safe local food and for simple food processing/value adding operations;

- enhanced biodiversity conservation via and integrated system of protected areas;
- improved hydrological balances through reforestation, improved land management and livestock waste management.

For Samoa, the CPF priorities are:

- policy, legislation and strategic planning;
- value chain facilitation and promotion;
- environmental management and resilience.

For Vanuatu, the CPF priorities are:

- strengthened capacity for evidence-based policy and planning;
- strengthened agriculture linkages and synergies with the tourist market;
- improved food quality and safety (including for processed products) with reference to food safety, plant health and animal health;
- enhanced biodiversity conservation via and integrated system of protected areas;
- enhanced community resilience and capacity for coping with climate change and natural disasters;
- integrated sustainable land and coastal management.

For Niue, CPF priorities are:

- food and nutrition security;
- sustainable natural resource management and resilience.

3. Evaluation questions: key findings

3.1 Evaluation Question 1: To what extent were the project's global environment objective and project development objective achieved?

Finding 1: The performance of the project overall has been Satisfactory.

The project has operated under complex and uncertain circumstances because of a series of natural disasters and some political changes. It also had to deal with low capacity and the complexities of customary land tenure.

The work of the project on biodiversity conservation and improved management of forests has been highly relevant in all four countries. The evidence suggests that whilst the areas targeted by the project for establishment as protected areas (a planned increase in area from 30 000ha to 110 000ha) have not all been provided with enduring legal protection (only 71 559ha achieved), improved conservation is being achieved for forested areas.

The project's work on promoting sustainable land management technologies in the forested margins around protected areas has been relevant to country contexts, but limited in extent (focusing largely on horticulture demonstration plots) and effectiveness.

The project has completed numerous planned activities (training – detailed in Appendix 13, developing demonstration sites, a wide range of consultancy/baseline studies – see Appendix 8) aimed at enhancing sustainable livelihoods through income generating activities. Nevertheless, there is little evidence to indicate that these actions are being scaled up or will be sustained without further government support and/or inputs from future projects.

The project has made a satisfactory contribution to FAO's S0 2 and the GEF BD SO 1 and a moderately satisfactory contribution to GEF BD SO 2 and GEF LD SO 2. Co-financing has made a highly satisfactory contribution to project outcomes.

43 As described above, the project's global environmental objective was to strengthen biodiversity conservation and reduce forest and land degradation; its development objective was to enhance the sustainable livelihoods of local communities living in and around protected areas.

44 *Assessment of the global environmental objective – Satisfactory* in terms of biodiversity conservation and forest degradation, moderately satisfactory in terms of land degradation. The work of the project on biodiversity conservation and improved management of forests has been highly relevant in all four countries. The evidence suggests that whilst the areas targeted by the project for establishment as protected areas have not all been provided with enduring legal protection, project reports and data, interviews and (limited) field visits all indicate improved conservation is being achieved for forested areas. For example, in Samoa, a total area of 14 706 ha of cloud forest (above 600 m altitude) on Savai'i is now designated in three protected areas, with agreed management plans. In Vanuatu, two of the three pilot areas are expected to be legally registered as protected areas by the close of the project (end June 2017) (Lake Letas and Kauri Reserve - totalling 16 507 ha).

45 The project's work on promoting sustainable land management technologies in the forested margins around protected areas has been relevant to country contexts, but limited in extent (focusing largely on horticulture demonstration plots with short periods of training) and effectiveness. This was perhaps inevitable given the Project Document notes that only a "***relatively small part of the project will support sustainable forest and land management activities***" and only about 5 percent of the project budget was devoted to SLM. There is no clear evidence to suggest there has been much effective restoration of the degraded lands or adoption of SLM technologies outside of the planned conservation areas (the ProDoc mentions "***protection of water sources, prevent soil erosion, integrate land and watershed management"***).

46 On Savai'i, Samoa, improvements attributed to SLM (use of mulch/compost, inclusion of legumes etc.) were reported by a small number of land users, notably the land users trained by the Samoa Farmers Association (SFA) (123 participants attended SFA training – see Appendix 13 – although the evaluation team was told there had been about 5 percent uptake,[7] suggesting that further efforts are needed in the longer-term). Women in Business Development Inc. (WIBDI) led two training workshops (in 2016 in Avao and Taga, Samoa) which focused on the use of organic pesticides to minimize pests and diseases. In Fiji, classroom training in sustainable forest management (SFM) and SLM (contour planting with pineapple, restoration of soil fertility with nitrogen-fixing tree species, mulching, etc.) was completed around all of the targeted protected areas.

47 The ProDoc does not specifically mention the role of habitat fragmentation, for example resulting from hydro-power developments and roads, or the impact of invasive species. The evaluation team considers that both of these issues are of significance for any project seeking to achieve improved conservation of biodiversity.

48 *Assessment of the development objective – Moderately Satisfactory*. The evidence gathered in the desk studies and during the final evaluation mission indicates that the project has completed numerous planned activities (short classroom-based training sessions and short activities on demonstration sites, studies) aimed at enhancing sustainable livelihoods through income generating activities, but there is little evidence to indicate that these actions are being scaled up or will be sustained. Whilst the focus of the project on sustainable livelihoods is relevant to national development objectives in all four countries, the effectiveness of project interventions has been limited. The online survey was inconclusive as to whether the project had improved livelihoods. The effectiveness and efficiency of this objective has been affected by the following:

- the complexity of operating on land that has customary tenure (systems which vary between and within the project countries), requiring a high degree of consensus from landowners involving extensive and often protracted consultations;
- the low capacity of local communities to change existing practices;
- the lack of capital for investment in new land use ventures;
- lack of reliable markets that will clearly provide an improved income for farmers.

49 *Assessment of the project's contribution to FAO's SO2: Make agriculture, forestry and fisheries more productive and sustainable* [Outcome 2.1: practices that increase and improve agricultural sector production in a sustainable manner adopted by producers and natural resource managers] – ***Satisfactory.*** The project has contributed to making agriculture/horticulture more sustainable in the pilot sites and the productivity of farming has reportedly increased in some small areas of Savai'i (Samoa), also in Fiji, using SLM technologies. However, the training efforts were short-term and potentially leave land users without sufficient knowledge for long-term sustainability, which a farmer field school approach,[8] so commonly used by FAO projects (***inter alia*** for SLM, integrated pest management, climate change adaptation), could have enhanced. The project has contributed to improved knowledge, built capacity and improved the policy and legal basis on which forests are managed – notably in Fiji with the nation-wide Wakatu Fiji campaign and the Forestry Training Centre's Biodiversity Conservation and Protected Area Management Programme.

50 *Assessment of the project's contribution to GEF BD SO 1: To catalyse sustainability of protected area systems - Satisfactory.* The project has maintained a strong focus on protected areas in all four countries. The customary tenure of lands and the low capacity at local and national level in all countries has challenged the ability of the project to deliver all planned outputs. Whilst the total area planned for legal protection has not been fully achieved, the project has played a key role in setting in process the steps needed for legal protection.

7 This figure could not be verified, but project staff did not contradict it.

8 See http://www.fao.org/agriculture/ippm/programme/ffs-approach/en/
http://www.fao.org/3/a-i7110e.pdf
http://www.fao.org/3/a-i7483e.pdf

51 *Assessment of the project's contribution to GEF BD SO 2: To mainstream biodiversity in production landscapes, seascapes and sectors - Moderately Satisfactory.* The project made some effective progress in improving land management around the planned protected areas. There is an improved awareness of the need to conserve biodiversity in production landscapes and there are demonstration sites in place. Where policies and laws have been put in place, there is now greater potential for improved legal protection of biodiversity.

52 *Assessment of the project's contribution to GEF LD SO 2: To upscale SLM investments that generate mutual benefits for the global environment and local livelihoods - Moderately Satisfactory.* The project has promoted a limited range of SLM technologies in pilot sites; however, the impacts have not been quantified and appear to cover only very small areas of land as training mainly focused on demonstration plots or were classroom-based, with low rates of uptake by trainees. Uptake could have been improved if the synergies between SLM technologies and climate change adaptation had been highlighted and if longer-term "learning-by-doing" farmer field school approaches had been implemented.

53 *Assessment of the co-financing's contribution to the project - Highly satisfactory.* The project reported a wide range of co-financing secured during the life of the project. The total co-financing was estimated to be USD 16.625 million, USD 5.17 million above the level planned in the ProDoc. Details of co-financing can be found in Appendix 3.

3.2 Evaluation Question 2: What results (intended and unintended) did the project achieve across its six components?

Component 1: Legal, institutional and policy reform

Finding 2.1: Outcome 1: Moderately Satisfactory.

The expectation that the project would achieve policy and legislative reform was over-ambitious. The rating does not imply any criticism of the project as it is fully recognized that developing new law and policy can be a time consuming exercise and is not within the control of a project.

The project successfully supported the analysis of legal and policy frameworks and identified gaps and overlaps in all four countries, an outcome that will be useful for future developments in these countries. It was influential in raising the importance of relevant laws and policies and had some, although incomplete, success in encouraging new, or revision of existing, legislation.

Political change and natural disasters have also slowed the process of making policy and law in the region.

54 The objective of this component was to strengthen policy, legal and institutional arrangements for biodiversity conservation in protected areas and the production landscape. The objectives for the three related subcomponents were to:

- promote conservation and sustainable management of forests, water and wildlife resources;
- mainstream biodiversity conservation and sustainable land management in other sectoral policies and plans [in Samoa and Vanuatu];
- identify and implement suitable policy and/or legislative reforms to extend the duration of community conservation area agreements and replicate elsewhere [in Samoa].

55 *Assessment of the outcome (objective) of Component 1 – Moderately Satisfactory*. There were moderate shortcomings in the achievement of the objective in terms of relevance, effectiveness or efficiency as described below.

56 The project successfully reviewed relevant policies and legislation in all four countries. It was influential in raising the importance of relevant laws and policies and had some, although incomplete success in encouraging new or revision of existing legislation (see below).

57 The evaluation team considers the expectation that the project would achieve policy and legislative reform overambitious for several reasons including: the policy and legal arrangements relevant to conservation in all four countries is relatively complex, with both gaps and overlaps that need to be addressed at the same time; the average time from commencing revision of policy and law through the parliamentary process to enactment is, on average, longer than the life of a single project; political change and natural disasters have slowed the process of making policy and law in the region.

58 The ProDoc includes one output for each of the subcomponents. An assessment of results under each output is provided below.

Output 1: New policies and legislation to support strengthened policy, legal and institutional arrangements for biodiversity conservation.

59 *Assessment of Output 1 of Component 1 – Satisfactory.* The project successfully supported the analysis of legal and policy frameworks and identified gaps and overlaps through a consultative process with stakeholders in all four countries. This finding was supported by the results of the online survey. In Samoa, Vanuatu and Niue, the project raised awareness and provided training and capacity building to support implementation of the new legislation and policies.

60 In **Fiji**, the project undertook two reviews of the policy, legal and institutional arrangements relevant to protected areas. The first review (Fiji Environmental Law Association, undated) identified the need for a biodiversity protected areas framework, amongst other things. The second review by International Union for Conservation of Nature (IUCN), involving both local and national level consultations, produced a comprehensive analysis and 15 recommendations that will provide a very useful framework for reform of policy and law (IUCN, 2017). Given the level of political change and the occurrence of damaging cyclones in Fiji during the life of the project (see Appendix 12), it would not be realistic to expect the project to have made more progress on this issue than it has to date. The project has 'set the scene' for change that recognizes protected areas in law and policy and, perhaps most importantly, focuses on the key role played by customary land owners.

Box 1: Fiji's system of protected areas

> Fiji's system of protected areas has been described as rudimentary at best. With no stand-alone legislation for protected areas management, over 26 different laws have been passed mandating over 15 government authorities for the protection of the environment and natural resources resulting in a complex mix of conservation areas established by different mechanisms, having different values and levels of legal status or protection (Fiji Environmental Law Association, undated).

61 In **Samoa**, the Forest Protected Area Management project supported community consultations in 2016 to develop policies and regulations for protected areas and community conservation areas to gather advice and comments in support of the finalization of the draft of the Environment Management and Conservation (EMC) Bill. The project's goal was to inform the communities of the draft EMC Bill and to allow the opportunity for community members to provide their feedback and their responses to produce a range of comments to finalize the draft bill which aims to promote a well-sustained environment. The Division of Environment and Conservation in partnership with the Legal Division were supported to hold consultations at 11 different locations, bringing together five different representatives from each village (the Sui o le Nuu (village mayor), Sui o le Malo, Sui o Alii ma Faipule (council of chiefs), Sui o Tupulaga Talavou (youth), and Sui o le Komiti o Tina ma Tamaitai (village women's committee)). The EMC Bill was finalized in 2015.

62 In **Vanuatu**, the project funded and supported the consultation processes, development and final validation of the National Environment Policy and its Implementation Plan (2016-2030) (Department of Environmental Protection and Conservation, Vanuatu, 2016), launched in March 2017. This work was carried out with technical contribution and collaboration of the Secretariat of the Pacific Regional Environment Programme (SPREP) in their co-financing capacity. The policy focuses on the sustainable conservation, development and management of the environment of Vanuatu. It is the first of its

kind since Vanuatu gained independence in 1980. While Vanuatu is recognized as a biodiversity hotspot, this biodiversity is declining, due in part to inappropriate land use practices, invasive species, the overexploitation of natural resources, pollution and climate change. The policy recognizes that environmental management is necessarily inter-sectoral and aims to strengthen the national coordination of the rapidly expanding work and responsibilities of the Government of Vanuatu and other stakeholders to cope with the increasing scale and complexity of environmental needs and requirements. The policy goals of the National Environment Policy and Implementation Plan (NEPIP) are key aspirational statements that will lead Vanuatu towards environmentally sustainable development at the national, provincial and local levels. The first of these goals is "A nation committed to ensuring the conservation and sustainable management of our biodiversity and ecosystems". Under Policy Objective 1 (Conservation of biological, ecosystems, genetic, human and cultural diversity), PO 1.1 is "Create and manage conservation and protected areas". The NEPIP has direct links with the National Strategic Development Plan and it is also linked to the Sustainable Development Goals.

63 In **Niue**, the project was instrumental in supporting the country to move ahead on draft environment and forest legislation that had been languishing. This was achieved by building awareness of the need to move ahead on legislative reform, strengthening the capacity of the Department of Environment and encouraging support from other departments and agencies in the country. There is a new Environment Act (only available in hard copy) that allows Cabinet to make regulations prescribing an area of land to be a protected area; or at the request of a Village Council, an area of village council land to be a protected (Clause 21) (Government of Niue, 2014). If successful, the new protected area will increase the terrestrial protected area from 1 percent to 22 percent of Niue's land area and thus well above the Aichi target. While the Water Resource Bill has been endorsed already in 2012, the Wildlife Ordinance (in its fifth version) and Fisheries Regulations are still in review. The Forest Bill has been reviewed and awaits the Tabling in the House of Assembly (Government of Niue, 2017). Once approved, the Forest Act will give legal effect to Forest Management Plans, maximum annual allowable cut, timber licenses and timber processing licenses and enforcement measures. A cabinet paper for the legal declaration of the Huvalu Conservation Area is in preparation (Tongatule, 2017).

Output 2: Biodiversity conservation and sustainable land management mainstreamed in other sectors (in Samoa and Vanuatu).

64 *Assessment of Output 2 of Component 1 – Satisfactory*. Sixty-two percent of respondents to the online survey perceived that the protection and management of biodiversity, forests and lands in the project countries had improved since 2012. In Samoa and Vanuatu, the project supported the mainstreaming of biodiversity conservation and sustainable land management in other sectors. This included an assessment of biodiversity conservation and sustainable land management linkages across the policy and legal system; the preparation of proposed changes to policies and plans; and the engagement of project partners in relevant policy processes.

65 In **Samoa**, FPAM contracted a legislative consultant to analyse, develop and draft Forestry Management Regulations under the new Forestry Management Act 2011 (only available in hard copy) (which repealed the Forestry Act of 1967) and thereby give full effect to the provisions of that Act. The Act puts in place a legal framework for forestry in Samoa, based on the principles of sustainable forest management. It intends to meet the needs of a modern forestry sector by replacing the system of forest sector royalties with a native forest conservation charge as well as promoting the use of forest levies and bonds. New Forestry Management Regulations were subsequently published in 2015, effectively giving force to the Act and in particular taking into account all relevant matters to strengthen forestry management and promote forest conservation. Several clauses in the draft regulations described fees bonds and levies and highlight Government's responsibilities to the sector. These technical areas required careful analysis of the economics of the sector to ensure a correct level of fees and equity in the sector in the distribution of returns. The FPAM project supported the determination of the new fee structure (2017) and the Ministry of Natural Resources and Environment is continuing the process of explaining the new fee structure system to all stakeholders involved in forestry management prior to putting it in place to strengthen forestry management and promote forest conservation.

66 The project also supported the publication of The State of Sustainable Land Management in Samoa (2015), which is the result of a literature review and stakeholder consultations with communities and experts. The publication is also relevant to Component 6, Output 1. It noted that the national SLM frameworks have evolved from the basic land ownership provisions in the country's Constitution, which secure the rights of the indigenous peoples of Samoa to own and determine the development of their country's land resources. These basic land ownership or land tenure systems which include the private, the public and customary land systems have expanded into policies and programmes for addressing developmental and environmental aspects, and considerations of land management and land use issues. It notes how recent targeted land use or development sectoral policies and programmes have been formulated to fully develop the potentials of land resources in more environmentally and socially sound ways (e.g. enabling the establishment of national parks and reserves; supporting land based community conservation areas; sustainable land resources development policies and plans for the protection and maintenance of key resources; and water resources management schemes which cover land resources under customary or local community ownership). This forms a useful baseline for future efforts towards SLM and indeed land degradation neutrality.

67 In **Vanuatu**, the management of forest resources is governed by the Forestry Act No. 26 of 2001 and the associated regulations and orders. It was evident that this Act is out of date, given the current situation and huge changes in the forestry sector of Vanuatu, so it was considered timely to review the Act to cater for the new development in the forestry sector as well as development of other sectors associated with forests. With FPAM financial support, an in-house review of the 2001 Act was completed, followed by country wide consultations leading to the formulation of a draft bill, review of the draft bill and finally the Amendment of the Forestry Act was validated in 2016. The bill was presented before parliament, where it awaits endorsement.

Output 3: Framework established for future expansion of Protected Area Network in Samoa.

68 *Assessment of Output 3 of Component 1 – Moderately Satisfactory.* Three community conservation areas in Savaii have been successfully established. The process involved awareness raising and the eight communities signing Memoranda of Understanding with the Ministry of Natural Resources and Environment to support the protected area idea and the development of management plans. Lessons learned from this achievement contributed to Samoa's National Biodiversity Strategy and Action Plan and to the expansion of the Protected Areas Network. The new Environment and Conservation Act will further strengthen this.

Component 2: Extending and consolidating the Protected Area Network

Finding 2.2: Moderately Satisfactory.

The project has been successful in some aspects of this component, although further work is still needed to secure legally binding protection of identified areas.

The area under formal/legal protection increased by 41 559 ha, which is substantially less than planned. Nevertheless, the project has undertaken much of the work needed to gain formal recognition of the targeted areas as protected areas.

The effectiveness in producing protected area management plans and implementing high-priority management activities was affected by the complexity of customary land tenure.

The concept of community-based conservation has gained relevance over the life of the project and this is an important prerequisite for sustainability beyond the project.

69 The objective of this component was to establish effective and sustainable ***in situ*** biodiversity conservation in protected areas. This was to be achieved through the formalization/ strengthening of existing protected areas in Fiji, Vanuatau and Niue; creation of new

protected areas in all four project countries; and the development and implementation of protected area management plans in all four countries.

70 *Assessment of the outcome (objective) of Component 2 – Moderately satisfactory.* The project has been successful in some aspects of this component, although further work is still needed to secure legally binding protection of identified areas.

Output 1: Area under formal/legal protection at project sites increased from 30 000 ha to 110 000 ha.

71 *Assessment of Output 1 of Component 2 – Moderately Satisfactory*. There have been moderate shortcomings in the achievement of this output. The area under formal/legal protection at project sites increased from 30 000 ha to 71 559 ha, which is substantially less than what was planned for in the Project Document. Nevertheless, the project has undertaken much of the work that will be needed to gain formal recognition of the areas as protected areas. Fifty-seven percent of respondents to the online survey reported that protected area coverage in the project countries had increased compared to 2012. The concept of protected areas remains highly relevant to all sites, although there is still a need for awareness raising in communities as concerns continue to be expressed by some community members that their rights to an area will be reduced or lost, which is not the case. The effectiveness of achieving this output has been affected by the complexity of customary land tenure and in some cases (e.g. Fiji) the lack of legal basis for landowners to establish community conserved areas.

72 In **Fiji**, rapid biodiversity (and socio-economic) assessments have helped to collect time series and detailed data necessary to demonstrate the conservation values of the proposed protected areas (FPAM, 2014). This work has identified the need for standardization of the methodology for the collection of biodiversity data to improve the comparability of information collected by different organizations. A literature review and surveys were completed for Taveuni (Tuiwawa, 2016) and baseline assessments undertaken in Delaikoro (Conservation International Fiji Programme, 2017). A management plan was completed for Sovi Basin protected area (National Trust of Fiji, 2013) and Greater Tomaniivi, Tikina Nababuco, Nailuva and Nassau (Conservation International, 2017). A highlight of the project's work in Fiji was the active engagement of the Ministry of iTaukei[9] Affairs (through the relevant provincial offices), the iTaukei Land Trust Board and other iTaukei related bodies. Interviewees all stressed the important role that these organizations play in any future conservation and local livelihood development issues. To date 9 894 ha of new protection has been secured in Fiji and project partners are actively pursuing the protection of an additional 25 000 ha.

73 In **Samoa**, the project has contributed to strengthening sustainable ***in situ*** biodiversity and protected areas by increasing the total of legally protected areas by 14 706 ha. Three sites have been established on Savai'i (the largest and highest island in Samoa and the Samoa Islands chain) on the customary-held lands of Taga and Gataivai villages in the south and a group of six villages known as 'Matautu' (Sato'alepai, Fagamalo, Lelepa, Avao, Salei'a and Vaipouli) in the north. The communities' village lands stretch from the coast towards Mt Silisili (1 858 m) in the centre of the island. The communities have agreed to regulate their use of the cloud forest (>600 m), particularly stopping hunting for birds, including the endangered manumea ***Didunculus strigirostris***, the national bird of Samoa[10] also clearing trees to create gardens to grow taro and bananas. Two small areas of lowland forest (each ca. 10 ha) have also been designated as community conservation areas.

74 Fundamental to the establishment of these new protected areas has been FPAM participatory work with the local villages to develop 3D models of their lands,[11] which raised the communities' awareness and understanding of the upstream-downstream linkages between protecting the cloud forests and soil erosion/water quality close to the coast where they all live. In this respect, the project team has successfully worked with the target community to help them establish a new vision for land use that no longer includes farmers

9 Note: iTaukei are the major indigenous people of the Fiji Islands (to 2010 known as Fijians).

10 The project trained local people to undertake a survey of manumea and produced a DVD, which can be viewed online at https://www.youtube.com/watch?v=MdkWN53hfqA

11 See video https://www.youtube.com/watch?v=z9tL71r6R3s

moving to new and higher altitude lands in search of improved soil fertility conditions. A total of 14 706 ha (all new) has been added to Samoa's protected area estate with the support of the project.

75 In **Vanuatu**, the project has worked at three sites, all very remote from the capital Port Vila, Vanuatu – Lake Letas (Gaua Island) – 8 023 ha (new); Kauri Reserve (Erromanga Island) – has been expanded from originally 3 225 ha to 8 484 ha adding 5 259 ha (new) - by close of project (Bay Homo, Pentecost Island – 3 677 ha (new). Similarly, very comprehensive work has been carried out by reportedly highly effective project teams coordinated by the National Project Coordinator, involving staff from the Departments of Forestry, Environment, Tourism, Geology and Mines, also the Vanuatu Cultural Centre – accompanied by Provincial officers. The teams undertook comprehensive awareness raising with landowners and communities prior to any further work, an expert undertook boundary surveys of each protected area, followed by detailed biodiversity, ecotourism and other studies. Draft management plans (as required under the Environmental Protection and Conservation Act) have been prepared and agreed. Final community awareness is being completed at both Lake Letas and Kauri Reserve, such that communities will be able to register them as protected areas by the end of the project. Unfortunately, at Bay Homo, project activities had to be temporarily suspended in early 2017 due to an unrelated land dispute, thus final registration will have to be completed by the FAO GEF-5 (Ridge to Reef: R2R: Integrated Sustainable Land and Coastal Management) project, the Inception Workshop which was held in the week between 12 and 16 June 2017.

76 In **Niue**, no formal protected areas were established. A biodiversity assessment was undertaken for Huvalu Forest Conservation Area. The assessment focused on vegetation rather than faunal surveys, which was appropriate given the conservation values of the site. The assessment provided a qualitative brief commentary on invasive species (Burrows, et al., 2016). The project partners investigated five of the six candidate protected areas identified in Niue's National Biodiversity Strategy (Burrows, et al., 2016). The study concluded: the establishment of the proposed Talomili (80 ha) protected area was partially supported by local community (the area that has a peka (flying fox, Pteropus tonganus tonganus) roost; Omea (150 ha) was not supported and an alternative area at Papahu was suggested); Namoui (190 ha) was not supported, alternative areas were suggested at Motutapu or Tokamea; Tuila (25 ha) was supported; Tepa (100 ha) was not supported. Numerous people interviewed for the Final Evaluation emphasised the complexity of establishing protected areas over customary lands in Niue given that: a) individual landowners can effectively block decisions (unlike, for example in Fiji where legally only 60 percent of landowners need to agree for a decision to be ratified); also b) consultations are complicated by the fact that many landowners are not resident in the country (and estimated 20 000 Niuean people live in New Zealand). The project has identified numerous challenges that need to be addressed before proposed areas can be formally protected in Niue, including clarifying the need for formally protecting an area and identifying the sustainability of species that are traditionally harvested from an area. Lack of reliable data and information makes it difficult to justify the protection of an area. The Department of Environment is in the process of preparing a recommendation to the Minister for declaration of Huvalu as a protected area.

Output 2: Protected area management plans produced for all project sites and high-priority management activities implemented.

77 *Assessment of Output 2 of Component 2 – Satisfactory*. In all four countries, the project raised awareness and undertook effective consultation with local communities to develop approaches for community-based conservation. The concept of community-based conservation has gained relevance over the life of the project and this is an important prerequisite for sustainability beyond the project. Not surprisingly, the extensive work of the project has not led to finalized management plans in every case as some communities are not yet convinced of the benefits of conservation. Only some of the high-priority management activities identified in the ProDoc have been implemented (see below).

78 In **Fiji**, progress was delayed by Tropical Cyclone Winston, however, the following progress was made:

- In Tomaniivi the project engaged the community in consultations and sought to gain landowner consensus to protect the Greater Tomaniivi (extending the area conserved

from an estimated 2 499 ha by an additional 10 225 ha). To date, six Mataqali had signed consensus to establish the Greater Tomaniivi protected area (3 116 ha), however, many of the concerned Mataqali could not decide due to the absence of traditional leadership in the community (Conservation International, 2017). Activities were ongoing at the time of the final evaluation.

- The Delaikoro site experienced considerable delays due to the cyclone. To date, 26 Mataqali have signed the Community Conservation Agreement while ten Mataqali have proceeded with the discussion to sign the Traditional Lands Trust Board (TLTB) lease consensus form. The area to be leased for conservation is estimated at 6 778.6 ha (Conservation International Fiji Programme, 2017).
- Taveuni has seen only limited progress to date.

79 In **Samoa**, the project contracted an expert from Samoa Conservation Society to undertake a biodiversity baseline study (published in August 2015) for the three FPAM cloud forest sites on Savaii. The biodiversity report includes a study of historical ecological information on the three FPAM project sites, results of recent rapid biodiversity assessment conducted from 20 to 24 July 2015, and recommendations which provide the key information which was then used to develop the three comprehensive protected area management plans (published in full in English and in summary in Samoan in late 2016). Priority activities of the management plan have been implemented in the community conservation areas. In Taga and Gatavaii, the boundaries of the lowland forests have been demarcated with signboards. Taga constructed an eco-trail of 320 m with visitor interpretative signboards and flyers. In Matautu, an ecosystem restoration plan with reforestation of 13 ha of the Matautu watershed area (community conservation area) has been developed and is in implementation.

80 In **Vanuatu**, the project purposely supported experts from across Government (rather than using service providers e.g. NGOs) and a very few international experts to gather baseline information and prepare comprehensive draft management plans for Lake Letas (Gaua Island), Kauri Reserve (Erromanga Island) and Bay Homo (Pentecost Island) (see Output 1 above for further details). The management plan for Lake Letas also includes the area being designated a Geopark and Ramsar site. The boundaries of the protected areas were demarcated with red spray paint and signboards as one of the management priority measures. Furthermore, interpretative signboards of the geological processes in Lake Letas community conservation area have been erected.

81 In **Niue**, the project developed a 'zero-draft' management plan for the Huvalu Forest conservation area. The plan still requires finalization, adoption and implementation by landowning communities and the Department of Environment.

Component 3: Capacity building in biodiversity conservation and sustainable land management

Finding 2.3: Satisfactory.

Capacity building has been undertaken by the project and was added to all project activities after the Mid-term Evaluation and the second regional Project Steering Committee meeting, when it was agreed that the lack of capacity was the biggest barrier for FPAM's implementation.

Due to delays in project implementation, the baseline surveys that were carried out were not subsequently followed up by repeat surveys, making it difficult to assess change over time.

The project provided information about biodiversity conservation that has effectively been used at national level.

Notable achievements include the Forestry Training Centre's Biodiversity Conservation and Protected Area Management (BC&PAM) programme in Fiji and the Wakatu Fiji campaign.

The objective of this component is to ensure that stakeholders have the capacity to plan, implement and monitor biodiversity conservation and sustainable land and forest management.

82 *Assessment of the outcome (objective) of Component 3 – Satisfactory*. The ProDoc emphasised that the project should prioritize capacity building in all four countries. Although the ProDoc lists 'limited support and implementation capacity in government' as a risk of low to medium priority, the project team soon recognized that limited capacity was a key issue of much higher priority and as a consequence capacity building was added by the Project Steering Committee to project activities at all levels after the second regional Project Steering Committee meeting. Most respondents to the online survey reported that knowledge had been improved, and awareness raised, and that there were positive changes in the attitudes and practices of stakeholders.

Output 1: Monitoring and evaluation system operational and used to report on biodiversity conservation at the national and international levels.

83 *Assessment of Output 1 of Component 3 – Moderately Satisfactory*. Due to delays in project implementation, only one-off/baseline surveys were carried out, most after the Mid-term Evaluation and consequently it would have been inappropriate to carry-out any follow-up surveys, as little change could be expected over the short time period.

84 In **Fiji**, the biodiversity and archaeology of Sovi Basin Protected Area was reassessed with the support of the project (see, Pene, et al., 2016). This assessment complemented a series of biodiversity assessments undertaken in the Sovi Basin in 2003, 2004 and 2006. The 2015 assessment remeasured one of the two long-term biological monitoring plots established in 2006. The assessment provides important time series information and vital data for the Sovi Basin protected area. The project developed 3D Digital Surface Models draped with high resolution satellite images of the Greater Delaikoro Area (FAO, 2017a) and of the greater Tomanivii area (FAO 2017b). The models have been developed in cooperation with the Secretariat for the Pacific Community's Geoscience Division and are used for land-use and protected area planning. With the protected area boundaries and other data integrated in the model using geographical information system, changes in vegetation can be monitored over a timeline with satellite images. Fly-over models were produced for demonstration.

85 In **Samoa**, as noted above, the Forest Protected Area Management project supported an expert from the Secretariat for the Pacific Community to undertake a biodiversity baseline study (published in August 2015) for the three FPAM cloud forest sites on Savaii (Atherton, 2015). The comprehensive survey, which adopted a landscape/holistic approach, included a study of historical ecological information on the three project sites and the results of a recent rapid biodiversity assessment conducted from 20 to 24 July 2015.

86 In **Vanuatu**, the National Project Coordinator-led team carried out detailed surveys of all three sites which had been identified by the Government as priority conservation areas prior to FPAM (Lake Letas (Gaua Island), Kauri Reserve (Erromanga Island) and Bay Homo (Pentecost Island). These proved challenging and costly to access due to their remote locations but the project enabled Government staff to carry-out surveys which they could never accomplish without GEF, in some cases alongside experts for other international scientific bodies (e.g. New York Botanical Gardens) (as co-financing). The project supported the development of 3D Digital Surface Models for all three project sites to support the planning and monitoring of the new protected areas.

87 In **Niue**, the project partner Landcare Research New Zealand – Manaaki Whenua has undertaken relevant, effective and efficient biodiversity monitoring of Huvalu and has trained local counterparts in the Department of Environment, Taoga Niue Department and the Justice Lands and Survey in the use of GPS and geographical information systems and monitoring techniques.

Output 2: Information about biodiversity conservation provided and used at the national level and at the local level at project sites.

88 *Assessment of Output 2 of Component 3 – Satisfactory.* There were only minor shortcomings in the achievement of the objective in terms of relevance, effectiveness, or efficiency.

89 In **Fiji**, the reassessment of the biodiversity of the Sovi Basin (2015) will be used in any update of the protected area's management (CI, 2013). A baseline assessment was also undertaken in Delaikoro by the University of the South Pacific (see Conservation International Fiji Programme, 2017), which will be used in future in the development of that protected areas management plan. Information on biodiversity conservation from these and other sources is being used in the Forestry Training Centre's Biodiversity Conservation and Protected Area Management programme (see below) and in the Wakatu Fiji campaign (see below) (SeaWeb Pacific, 2017).

90 In **Samoa**, FPAM supported Biodiversity Day in 2015, providing information materials and t-shirts for schools. The project also prepared a DVD for TV broadcast and showings to local communities without televisions on the manumea and ecological surveys in the Taga and Gataivai lowland community conservation areas.

91 In **Vanuatu**, the project supported a wide range of environmental activities at local and national level, including Environment Week. The project produced videos of the three protected areas where the project was working. These have been broadcast several times on national TV (one also on Australian TV), have been shown on DVD to communities around the protected areas and are available on YouTube. They are entitled: Our forest our future conservation and managing biodiversity in the South Pacific, Lake Letas Gaua Island;[12] Conserving and managing biodiversity in the South Pacific Kauri Forest Reserve, Erromango Island;[13] and Conserving and Managing our Forests: Bay Homo Community Conservation Area, South Pentecost, Vanuatu.[14]

92 In **Niue**, Landcare Research New Zealand completed a biodiversity survey of Huvalu forest. This information is being used to develop a protected area proclamation for consideration by the Minister.

Output 3: Strengthened local capacity for community-based conservation and sustainable land and forest management.

93 *Assessment of Output 3 of Component 3 – Satisfactory.* There were only minor shortcomings in the achievement of the objective in terms of relevance, effectiveness, or efficiency.

94 In **Fiji**, FPAM supported the development/production of a wide range of educational materials and awareness raising campaigns. Notably for children was the production of 'Fiji's Forest Biodiversity', an education resource kit to support the primary school curriculum for elementary science (years 3–6; ages 8-11), including eight lesson plans and accompanying teacher resources (FPAM, 2017). Other training provided through the project in Fiji included: Environmental Law enforcement training for Fiji Forest and Environment Officers (BIOPAMA, 2014), First Aid Training for 34 village level participants in Navai and Nabalesere villages (Talanoa Treks, 2016), Ecotourism training for 39 villagers (targeting women and youth) in Nabalesere (Koyamaibole, 2015) and track construction and maintenance for Nabalesere (Department of Conservation New Zealand, 2017).

95 Arguably, the most important contribution of the project to long-term forest biodiversity/protected areas in Fiji (and possibly across the South Pacific) has been the project's support to the Fiji Forestry Training Centre to develop a 'Biodiversity Conservation and Protected Area Management' programme in response to the recommendations made in a review of the training in Fiji's Forestry Sector and the Curriculum of the Forestry Training Centre by FAO in

12 https://www.youtube.com/watch?v=gQWIfaMCdGY

13 https://www.youtube.com/watch?v=H1vvvdSvb5Y

14 https://youtu.be/8vOycYkCJmw

2014. The programme is made up of 24 modules structured into six levels according to the Fiji Qualification Framework (see Appendix 14) Short-term tailored training programmes can be developed from the larger programme to suit different client's needs. Notably during programme development, Conservation International sent community leaders (under FPAM) on training to become biodiversity local champions. The European Union - African, Caribbean and Pacific Group of States (EU-ACP) Action Against Desertification project (AAD) indicated its intent to send community members for short-term training (to-date, only seven modules and one tailor-made training course for communities have been completed. The entire programme is scheduled to be completed by the end of Fiji's first year no-cost extension granted by GEF).

96 FPAM organized a study tour for nine staff of Fiji's Forestry Training Centre, who will be providing the Biodiversity Conservation and Protected Area Management Programme. The objective of this capacity development tour was to expose staff to a range of areas related to the management of natural resources, biodiversity conservation and protected areas in Australia. The knowledge gained from the tour broadened the team's technical knowledge and will assist the team in the final formulation of the content of the course that they are developing.

97 Targeting a different audience, but potentially the entire population of Fiji, the project catalysed and financed the Wakatu Fiji campaign.[15] Launched in 2016 with the Ministry of iTaukei Affairs, Ministry of Fisheries and Forests and Ministry of Agriculture, the campaign has been designed by a Suva-based communications NGO (cChange) and includes radio, 17 videos for YouTube and TV, training materials, caps, t-shirts and an active presence on Facebook[16] (SeaWeb Pacific, 2017). The Wakatu training materials have been used in training for government officers (notably TLTB's provincial level conservation officers, also officers from agriculture and forestry), community leaders and divisional representatives. People interviewed during the final evaluation were very complimentary about the Wakatu campaign.

98 In **Samoa**, people living in the eight villages on Savai'i Island where the project has worked have benefited from being involved in the biodiversity surveys of the protected areas and the small lowland community conservation areas. Many community members, particularly the youth and women participated in the P3D modelling workshops supported by FPAM,[17] which were led by staff of the earlier United Nations Development Programme (UNDP) supported GEF/Least Developed Countries Fund Integration of Climate Change Risks and Resilience for the Forestry Sector (ICCRRFS) project.[18] They gained new appreciation of the upstream-downstream linkages between the cloud forests and the settled coastal strip which fringes Savai'i and the importance of biodiversity conservation in the forests to protect the lowlands from floods, landslides etc. The P3D models produced have been housed in local community buildings (churches/schools) to ensure continuing use and are reportedly regularly being used by school teachers and others.

99 In **Vanuatu**, a range of training exercises were completed, including in tour guiding and hospitality for ecotourism, to provide income generating activities and compensate communities for not harming protected areas (i.e. stopping clearing forest to create gardens to grow taro and kava or aquaculture) - although community representatives and others highlighted that they felt the project did not sufficiently support such income generating activities (local demand is for bee keeping). Tourism numbers remain limited at all the protected area sites, for example at Bay Homo only three cruise ships dock locally per year (each for a single day) and land-diving is only carried-out from April to June (traditionally the land diving was carried out in April and May only. June has been added already for tourism purpose). There are also many flights to Pentecost for the land diving as attraction to day tourists.

15 Wakatu is a Fijian word, suggested by a linguistic expert for use in the awareness campaign, which has a very deep meaning relating to one's identity/roots/the land/where one comes from.

16 https://www.facebook.com/WakatuFiji/

17 Available on YouTube: https://www.youtube.com/watch?v=z9tL71r6R3s

18 http://adaptation-undp.org/projects/ldcf-samoa-iccrifs

100 FPAM also developed a website for Department of Forest, Vanuatu.[19] The website comprises of eight main sections of content with subheadings, with information for public viewing. The project supported training for nine members of Department staff. Although the Department subsequently identified two staff who will be responsible for the website maintenance and updating information, it is vital that a larger team are skilled in maintenance of this service to keep it up to date (when checked in June 2017, the latest forestry newsletter available is issue 1 of 2016).

101 In **Niue**, a range of training exercises were completed including in ecotourism, geographical information system and soil fertility management. An education resource kit for primary school (years 5-6; ages 9-10 was developed, entitled - A Teaching Framework & Lesson Plans: Biodiversity in Niue) has been well received. The success of this kit saw its adaptation by the project for Fiji (Grindell, 2016). The Department of Environment developed a Forest Protected Area Communication Strategy (Department of Environment, 2014) designed to "communicate, educate and provide awareness to people locally and abroad about the importance of conservation and protected areas to their livelihood and the future generations". FPAM assisted the Department of Environment with a website development. No evidence that this strategy has been put in place was found.

Component 4: Mechanisms for sustainable protected area financing

Finding 2.4: Moderately Unsatisfactory.

Only a small amount of progress has been made towards the achievement of this outcome. In Fiji, a section on financial mechanisms and support have been included in the Sovi Basin Protected Area Management Plan, 2013 (National Trust of Fiji, 2013). Beyond this, long-term financing needs for protected area management have not yet been determined, nor have potential new financing mechanisms been explored.

In Samoa and Vanuatu no progress has been made as there were apparently insufficient funds remaining in the project budget. In Niue, a project-funded study into financial instruments and resource mobilization for conservation (Niue Chamber of Commerce, 2015) generated several ideas to support the conservation business plan (that was also developed with project support).

Strengthening of local capacity and policy framework for Payment for Ecosystem Services in Fiji has not been achieved and was dropped by the project following a recommendation of the Mid-term Review.

The Sovi Basin Trust Fund in Fiji is now operational; however, the plans for the project to contribute to funds to the Sovi Basin Trust Fund have not been realized.

102 The objective of this component was to strengthen financing for protected areas through a mixture of local income-generation, government finance and innovative measures.

103 *Assessment of the outcome (objective) of Component 4 – Moderately unsatisfactory*. Neither Samoa nor Vanuatu have made progress towards this outcome.

Output 1: Financing strategy produced for each country and protected area funding obtained from at least one new source in each country by the end of the project.

104 *Assessment of Output 1 of Component 4 – Moderately Unsatisfactory.* Only a small amount of progress has been made towards this Output in Fiji and Niue – none in Samoa or Vanuatu.

105 In **Fiji**, a section on financial mechanisms and support have been included in the Sovi Basin Protected Area Management Plan, 2013 (National Trust of Fiji, 2013). Beyond this, long-term financing needs for protected area management have not yet been determined, nor

19 https://forestry.gov.vu/

have potential new financing mechanisms been explored. Marketing materials to support fundraising initiatives have not yet been developed. The project partners in Fiji recognize the importance of sustainable financing mechanisms and consider the establishment of a national trust fund with investment from a range of government, non-governmental and private sources necessary.

106 In **Samoa** and **Vanuatu** no progress has been made towards this Output as there were apparently insufficient funds remaining in the project budget.

107 In **Niue**, a project-funded study into financial instruments and resource mobilization for conservation (Niue Chamber of Commerce, 2015) generated several ideas to support the conservation business plan (that was also developed with project support). Of the many ideas developed to generate sustainable financing ecotourism was taken up as the main instrument. A proposal to establish a green tax on tourists has not been adopted by government (see Component 5 Output 2 for more details).

Output 2: Strengthened local capacity and policy framework for Payment for Ecosystem Services in Fiji.

108 *Assessment of Output 2 of Component 4 – Unsatisfactory*. This output has not been achieved and was dropped by the project following a recommendation of the Mid-term Review, taking into consideration the complexity of the task in terms of budget, time required and expertise needed to carry out research, collect and analyse data, also develop recommendations on the policy and legal framework needed to support Payment for Ecosystem Services.

Output 3: Sovi Basin Trust Fund operational and sustainable and management of Sovi Basin protected area fully funded from the Trust Fund (Fiji).

109 *Assessment of Output 3 of Component 4 – Moderately Unsatisfactory*. The Sovi Basin Trust Fund is operational, however, the plans for the project to contribute to funds to the Sovi Basin Trust Fund have not been realized due to administrative complications with transferring funds from FAO to the Fund.

Component 5: Marketing of biodiversity goods and services for improved livelihoods of local communities

Finding 2.5: Moderately Satisfactory.

The analyses of markets and capacities for local communities to engage in markets for biodiversity goods and services were relevant and efficient.

There has been improvement to livelihoods of groups closely connected to the project.

There was little evidence in Samoa to show that the scale of effort invested in sustaining organically certified food production had a positive impact for the income of members of local communities.

There were shortcomings in the achievement of Output 2, "Eco-cultural tourism and non-wood forest product income generating activities operating successfully by end of project", in terms of relevance, effectiveness and efficiency. Most of the efforts under this output were in ecotourism and the plans should come to fruition in the coming years.

110 The objective of this component is to improve local livelihoods through marketing of biodiversity goods and services and sustainable land and forest management practices.

111 *Assessment of the outcome (objective) of Component 5 – Moderately Satisfactory*. The analyses of markets and capacities for local communities to engage in markets for biodiversity goods and services (perhaps more properly described as ecosystem goods and

services) were relevant and efficient. The evidence suggests that there was only limited improvement to livelihoods of a few groups (73 individual farming families and five youth groups continue using farm technology) closely connected to the project and no replication or upscaling.

Output 1: Strengthened local capacity to scale-up and sustain organically certified food production in Samoa (this output was not planned for Fiji, Vanuatu or Niue.)

112 *Assessment of Output 1 of Component 5 – Moderately Unsatisfactory.* There was little evidence to show that the scale of effort invested in growing organic vegetables was paying-off.

113 In **Samoa**, Women in Business Development Inc. were contracted as a service provider to support land users in the eight villages around the protected areas in Savai'i to benefit from growing organically certified food. WIBDI has already identified markets for their organically certified products locally and internationally. Virgin coconut oil and dried bananas are the main international export markets, with WIBDI selling their products to the United Kingdom and New Zealand. Most of the work done by WIBDI (focused on Samoan cocoa, coffee, green coconuts or ***niu***, ***misiluki*** bananas, avocados, Samoan free-range chickens, fresh vegetables) and Samoa Farmers Association (including a wide range of exotic vegetables and some fruits) focused on training families and communities to grow crops using organic principles, with a focus on healthy eating to improve the diets of indigenous peoples who suffer from high rates of non-communicable diseases. Although soils in the area are fertile (of recent volcanic origin), they are very rocky, making cultivation difficult. Furthermore, the levels of pests and diseases are very high, due to the hot, humid climate – and many informants reported that organic agrochemicals are virtually ineffective, despite the use of technologies such as polytunnels (plastic greenhouses). (Note that the evaluation team was given conflicting advice as to whether polytunnels have any effect on pests and diseases). Some of the project demonstration plots visited by the evaluation team were over-run with weeds - although it was stated this was to allow soil fertility to be restored by resting (as was the practice in shifting cultivation). It is surprising that soil fertility has dropped so rapidly (the training was in 2015) – however, in this situation, use of green manures/other cover crops or inclusion of legumes in a rotation would be more appropriate, effective and sustainable. None of the FPAM-supported families have yet been certified as organic (which takes three years), so none yet benefit from any organic price premium. Commendably, WIBDI intend to continue to support families who are going through the process of having their land organically certified – but it was not clear to the evaluation team how much land this involves.

114 The linkages to markets for organic horticulture products have not been well established in Savai'i (Cole, 2016). Informants to the evaluation team reported that apart from selling at roadside stalls, the service provider (SFA) transports produce to local hotels and to Upola Island twice a month when they visit Savai'i. This is a service SFA provides to members, which raises questions about the sustainability of marketing should the SFA cease this service.

115 Many people were trained in Savai'i, but reportedly very few are adopting organic food production and small numbers are in the process of being registered (in December 2015, a total of three villages had committed to working with WIBDI towards gaining full organic certification in three years – but no more recent update was given to the evaluation team on whether all are still committed to the process). It is noted that organic certification is a lengthy process and many farmers remain sceptical about the likely return on such a high investment of their time to obtain certification.

Output 2: Eco-cultural tourism and non-wood forest product income generating activities operating successfully by end of project.

116 *Assessment of Output 2 of Component 5 – Moderately Satisfactory*. There were shortcomings in the achievement of the objective in terms of relevance, effectiveness, or efficiency. Most of the efforts under this Output were in ecotourism and the plans should come to fruition in the coming years.

117 In **Fiji**, an assessment of the potential for developing ecotourism in the Sovi Basin Protected Area (FPAM, 2015) identified that local communities in the five villages studied had a genuine interest in ecotourism. There was a lack of knowledge of ecotourism concepts, impacts and future plans for the Sovi Basin; and there was a need for awareness (raising), training, coaching and mentoring in terms of human resource capacity building. The project identified the need for substantial improvement in supporting infrastructure on national, regional and village levels to support tourism activities and for developing marketing networks. A two-day workshop on ecotourism that included Mataqali (village) representatives was held in Colo i Suva Forestry Training Centre (FPAM, 2014)

118 The evaluation team visited an ecotourism venture supported by the project in Nabalesere where project partners, the New Zealand Department of Conservation, had been assisting the community to establish a walking track to a spectacular waterfall (Department of Conservation New Zealand, 2017). The community has already been hosting visitors through links with a national ecotourism operator.

119 The Department of Forest's Park Service, facilitated by the project, assisted the communities around Tomaniivi with the clearing of the trail to Mt Tomaniivi after it was seriously damaged with windfall and landslides during Tropical Cyclone Winston. Hikers regularly use the trail to climb the highest peak of Fiji and this is a permanent source of income for the surrounding villages of the Greater Tomaniivi Protected Area in terms of access and guiding fees, as well as through the provision of accommodation and food supplies.

120 Conservation International, the main Forest Protected Area Management project service provider for the development of the Greater Tomaniivi Protected Area is developing a Tourism Master Plan, including the design of a new trail system connecting various villages. Additional activities like honey production with women's groups and cattle rangeland management have been initiated, but their timely implementation was delayed due to Tropical Cyclone Winston.

121 The Southern Cross University, Australia, carried out a study into non-wood forest products and potential crops, also value-adding opportunities in all three project sites in Fiji. The results provide a guideline in selection of tree species, crops and agricultural systems with direct links to markets. These results are providing the basis for the planned SLM and income generating activities for communities within the project sites, which will reportedly be tested and upscaled with the FAO AAD project.

122 The evaluation team did not find evidence that the project had designed or pilot-tested revenue sharing schemes to support protected area management costs, which is not surprising given the protected area is still in the process of being established and thus it would be premature to establish revenue sharing schemes. The project supported work to strengthen the management of the Thurston Botanical Gardens in Suva (National Trust of Fiji, 2014a) (National Trust of Fiji (2014b) (National Trust of Fiji, 2014). The Thurston Botanical Garden is part of Suva's cultural heritage trail, which is being developed to increase cruise ship tourism.

123 In **Samoa**, an extra output was added to the project after the Mid-term Evaluation. This was to assess ecotourism potential in project sites and support implementation of ecotourism. A comprehensive study was undertaken (for a description, see Pérez Arredondo, 2015) to analyse the present situation and potential for Matautu Community Conservation Area on Savai'i to develop eco-cultural tourism, identifying the strengths and weaknesses of development (SWOT analysis), recognizing potential eco-cultural products in community conservation areas and recommend necessary actions for the development of marketing, community and environmental benefits (Pérez Arredondo, 2015). The study concluded that the community conservation area site has a lot of potential for developing different types of eco-cultural products.

124 However, the author emphasised that it was essential that they follow systems and processes allowing the development of the sustainable products as explained in a project planning matrix, as example: it is essential that those involved in the development of the eco-cultural products have undertaken the necessary training required prior to the implementation

period trainings suggested and as outlined in this report; the positive attitude towards the potential eco-cultural products demonstrated from the landowning communities of community conservation areas and the different stakeholders around Savai'i Island, will benefit from the process of promoting and marketing the products. The leaders of community conservation area now need support to implement these products, but it was concluded by the evaluation team that successful execution of this project would provide the communities of the Matautu Community Conservation Area with an alternative source of income. The construction of a trail to Matavanu crater and its spectacular lava fields with high potential for income generation ended in a land conflict with the neighbouring village claiming the land rights to the crater and declining to cooperate in this venture. In Taga, an eco-trail has been constructed in the newly-established lowland forest conservation area with the assistance of the Samoa Conservation Society and project funding.

125 Also in Samoa, a study was completed on the possibility of declaring Savai'i a GeoPark[20] (Fepuleai, 2016). The author noted that both Savai'i Island and Upolu Island have potential for Geopark sites; however, the island of Savai'i was selected during the Samoa Geopark Project Phase-1 based on the size of potential landscapes, well exposed volcanic features and accessibility. Most of these volcanic features derived from Holocene to historical volcanic activity. Within the potential geosite areas, the volcanic features that are currently utilized as tourist attractions (***mataaga***) are mostly associated with cultural activities in terms of traditional stories, myth and place names. These geoheritage components are a very significant part of the Geopark project.

126 In **Vanuatu**, ecotourism assessments income and livelihood studies for resource owners was added as a project national level activity after the Mid-term Evaluation. The Department of Tourism has been closely involved in the team working at Bay Homo (South Pentecost Island). An international consultant prepared a report into the ecotourism potential for the area – including a preliminary market and situation analysis, which investigated the development of responsible eco-cultural tourism for the new community conservation area 'Bay Homo'. This is to generate alternative income for the landowners and communities, while also exploring the opportunity to develop a sustainable source of financing for the management of 'Bay Homo' (Addinsall, 2014). FPAM has subsequently been supporting training for community members and in building bungalows for tourists to spend their nights.

127 Ecotourism and geotourism are beginning to benefit the communities of Gaua Island in Vanuatu, where geothermal energy may also be developed. The project has worked with the local communities, also the Department of Geology, Mines and Water Resources to set-up the Lake Letas Community Conservation Area, which is located in the centre of Gaua island and includes land owned or used by all 26 communities on the island. The community conservation area covers an area of approximately 8 023 ha (80 km^2) including the 1 900 ha (19 km^2) Lake Letas crater lake, the largest in the South Pacific. Mt Garet volcano (797m), adjacent to Lake Letas, is still active and has created a unique and beautiful landscape with significant geological, cultural and biological values. The unique values of the site have led to Lake Letas being identified as one of six sites on Vanuatu's tentative list for World Heritage nomination. Lake Letas is also one of the important national wetland sites for Vanuatu and has been proposed as the first Wetland of International Importance submitted with the Ramsar (Wetlands) accession instrument in 2016.

128 A range of natural resource issues threaten these unique values including overharvesting of natural resources, the spread of invasive species, slash and burn clearing of intact forest for agriculture, as well as habitat loss and destruction. The community conservation area's management plan and FPAM awareness raising are contributing to reducing these pressures and supporting the communities to develop alternative income generating activities, particularly related to increasing visitor numbers (as guides/hosts etc.). A study about sustainable livelihood strategies for conservation of biodiversity, including crops and value adding opportunities from Non Wood Forest Products and agroforestry, has been commissioned by the project with Southern Cross University in cooperation with the Australian Centre for International Agricultural Research. Unfortunately, two cyclones, Cook and Donna, in April and May 2017, prevented the timely completion of the study as the consultant team members were stranded (it will be ready mid-July).

20 "Geopark plays a similar role as the National Park, but the Geopark emphasis is on business and communities working together to make the most of their natural landscape and cultural heritage and thereby bring economic benefits to those areas".

129 In **Niue**, the Department of Tourism has embraced this project output and is actively promoting ecotourism in Niue. In 2015 the Niue Chamber of Commerce assessed the potential of local communities to generate income from eco-cultural tourism services and from locally produced non-wood forest product (Niue Chamber of Commerce, 2015). It concluded that there was no strong community interest in developing non-wood forest products because local people did not have sufficient spare time to develop and market such products, but there was interest in ecotourism. Another project study undertaken in 2015 identified that 78 percent of visitors surveyed were willing to pay a visitor tax (NZD 15), provided the funds generated were demonstrably used for marinating sites (e.g. no rubbish or graffiti) (FPAM, 2015). The government of Niue subsequently declined to introduce a green tax, but did increase the departure tax from NZD 34 to NZD 80, although it is unclear if any of the revenue generated will go to conservation or tourism. In 2017, New-Zealand-based project partner RUN designed and installed a range of high quality interpretive signs in Huvalu Forest Conservation Area, the Niue Tourism visitor centre and the Alofi airport (RUN, 2017). For Niue, this Output is assessed as Satisfactory and is likely to be sustained in terms of ecotourism.

Output 3: Policy and institutional framework to support these alternative income generation activities established by end of project.

130 *Assessment of Output 3 of Component 5* – This output was dropped from the project's results framework. The project staff explained that funds had been insufficient to undertake the planned activities for this output and it is likely that slow progress on sustainable utilization of non-wood forests products did not support opportunities to improve policy and institutional frameworks.

Component 6: Sustainable land management in forest margins/around protected areas

Finding 2.6: Satisfactory.

The project ensured that communities who live around several of the project's pilot protected areas have received awareness raising and smaller numbers have been trained in sustainable forest management and sustainable land management to reduce pressure on the forests.

In Fiji, the project completed awareness and training programmes on sustainable forest and land management to improve the knowledge and understanding of the local communities, farmers (including youth and women) and extension officers about the benefits of SFM and SLM.

In Samoa, the project supported the publication of the State of Sustainable Land Management, a comprehensive review of policies. Also, in Samoa community members and families involved in the project are benefiting – however, the project has found it difficult to obtain reliable, verifiable, quantitative data on changes in farm productivity and/or income levels as farmers tend not to keep records.

In Niue, the project supported training and developed a range of related published materials aimed at strengthening local capacity.

131 The objective of this component was to reduce or reverse forest and land degradation in and around protected areas.

132 *Assessment of the outcome (objective) of Component 6 – Satisfactory*. The project has ensured that communities, who live around several of the project's pilot protected areas, have received awareness raising and smaller numbers have been trained in SFM and SLM. This is to reduce pressure on the forests, with training in managing tree nurseries, mulching etc. The focus has been less on SLM than on crop suitability, production techniques (types of vegetables, direct seeding, transplanting, plant spacing/pruning/staking / harvesting) and integrated pest management.

Output 1: Strengthened local capacity for sustainable land management in and around the targeted protected areas.

133 *Assessment of Output 1 of Component 6 – Satisfactory.* The project completed training in all targeted locations.

134 In **Fiji**, the project completed awareness and training programmes on sustainable forest and land management to improve the knowledge and understanding of the local communities, farmers (including youth and women) and extension officers about the benefits of SFM and SLM and their contributions to improving farm productivity around two of the three project pilot sites (Taveuni and Delaikoro) in 2015 (SPC, 2015), (SPC, 2015). Comprehensive, more intensive training was completed at both Delaikoro and Taveuni in 2016 (Pacific Community, 2016), including on plant propagation, nursery management and crop production. Initial awareness raising and demonstration plots including a nursery for sandalwood, managed by a women's group, were completed at Tomaniivi in May/June 2017 (Pacific Community, 2017) and it is reported to the Final Evaluation that follow up training will be organized in the last quarter of 2017 by the Ministry of Agriculture.

135 In **Samoa**, the project supported the publication of the State of Sustainable Land Management in Samoa (Ministry of Natural Resources and Environment, Samoa, 2015), which was also relevant to Component 1, Output 2. This comprehensive review of policies notes that the main land degradation issues include flooding, erosion, landslides, salinization, compaction, drying and contamination. However, it does not appear to the evaluation team that these were addressed in the FPAM training on Savai'i, which focused on encouraging 'traditional SLM practices' including rotating cultivation areas to break pest/disease cycles; crop rotation; the planting of nitrogen fixing or soil quality improvement species; permaculture and more recently the organic farming approach.

136 Under the slogan 'healthy eco-systems, Healthy food, Healthy people', land users were introduced to a wide range of crops (Chinese cabbage, eggplant, chillies, okra, lettuce, ***kang kong***, papaya, water melon, green pepper (capsicum), tomatoes and bananas, root crops such as taro, yams and ***taamu***), as well as fruit trees (Tahitian lime and rambutan), with improved seeds, etc. This though with less focus on SLM technologies (e.g. increasing soil organic matter content through application of compost/manure, growing cover crops, reduced tillage, conservation agriculture) than may have been expected in an FAO project. The increased supply of fresh vegetables will improve nutritional security for the people who adopt this alternative to taro growing and provide non-growers with an opportunity to purchase a larger variety of vegetables at the roadside stalls than has been possible in the past. This is an important development given the prevalence on non-communicable disease in Samoa that can be, at least partially, linked to diet rich in carbohydrates and relatively lacking in fruit and vegetables. During the Final Evaluation, informants noted that some of the demonstration plots had been developed on individuals' land and they were concerned that at the end of the project these individuals would benefit from the project's investments. However, it is understood that the village had decided that the management of the demonstration plot would transfer to the local women's group.

137 The project had been involved in the national two million trees tree planting campaign in Samoa. Rather than establishing a new tree nursery in Savai'i, the project supported the upgrade of the existing Ministry of Natural Resources and Environment site at Matautu - the trees which are being grown to enable the local community to restore cloud forest cover on steep slopes and the nearby watershed area to protect the local water catchment. This was a wise decision.

138 In **Niue** one of the key issues identified was the encroachment of forests linked to perceived decline on soil fertility of agricultural 'plantations'. It was assumed that improving farmers' understanding of soil capability and soil management would help reduce encroachment. To this end, the project supported training and developed a range of related published materials aimed at strengthening local capacity, including:

- a reference manual for understanding and managing the soil resources of Niue (FPAM, 2015) A guide for forest-land restoration (FPAM, 2017);

- a reference manual for Fertility of Niue Soils in relation to crop growth (FPAM, 2017);
- a manual for the Niue Department of Education on the soils of Niue (Wright, ca. 2017).

Output 2: Increased income generated from sustainable land management activities in Samoa.

139 *Assessment of Output 2 of Component 6 – Moderately Satisfactory*. Reports on Savai'i indicate that the community members/families involved are benefiting – however, the project has found it difficult to obtain reliable, verifiable, quantitative data on farm productivity and/or income levels, as farmers tend not to keep records. This made it difficult for the project (and the evaluation team) to establish conclusively whether there has been an increase in income generated from sustainable land management activities attributable to the project (or indeed other factors).

140 The agricultural baseline (Tuivavalagi, 2013) (Ministry of Natural Resources and Environment, Samoa, 2015) for **Samoa** presents details on the crops grown, livestock kept and issues such as pests and diseases – but unfortunately does not provide information on the land degradation issues faced, any SLM technologies already being practised, or crop yields (for comparison at the end of the project).

3.3 Evaluation Question 3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

Finding 3: Satisfactory.

Despite the Project Document being relatively lacking in clear strategy or plan for the project to address gender, the project recognized that men and women hold different and complimentary knowledge of the forests where the FPAM worked.

The project has made a considerable effort to support gender equality and the empowerment of women. It should be complimented for the range of activities it included to empower women without compromising the culture of indigenous peoples.

Not all FPAM training records are disaggregated by gender and the evaluation team did not have time to visit all project sites to interview women beneficiaries and obtain reliable gender-disaggregated data.

The overall project training records (Appendix 13) show that where information is available, of 999 trainees who attended courses run by the project, 348 were women and 651 were men (35 percent women).

141 During the final evaluation, the evaluation team interviewed both men and women who have been involved in the project's on-the-ground activities. Interestingly in Samoa informants overwhelmingly disagreed as to which gender had added burden following the project's innovations. Women believe the project has brought added burden to the women, not to the men and vice versa. The evaluation team concludes this can be equally conceivable. The men have undertaken land clearing for ecotourism trails and land preparation for the horticulture plots, including fencing to protect plots from wild animals. The women are mostly responsible for sowing, tending and harvesting the horticulture crops for their own use or sale. In Vanuatu, informants to the evaluation team reported that women were equally involved at all stages and in all activities of the project, notably in community meetings "***everyone could speak***".[21] In Niue, it was reported that women in project target villages played a more active role in consultations than men.

142 Unfortunately, not all Forest Protected Area Management project's training records are disaggregated by gender and the evaluation team did not have time to visit all project sites to interview women beneficiaries and obtain reliable gender-disaggregated data. The

21 Pers. Comm. By land owner to evaluation team on 6 June 2017.

overall project training records (Appendix 13) show that where information is available, of 999 trainees who attended courses run by the project, 348 were women and 651 were men (35 percent women).

143 It should be noted that the ProDoc only makes one reference to gender as follows: "*Women's organisations in Samoa and Vanuatu were identified and will be specifically targeted in several components of the project (and will be consulted more generally so that gender issues and women's involvement in capacity building is adequately addressed). Although such organizations are not present in the target areas in Fiji and Niue, the participation of women will be encouraged and monitored in these countries as well*".

144 Nevertheless, despite the ProDoc being relatively lacking in clear directions for addressing gender, the project recognized that men and women hold different and complimentary knowledge of the forests where the FPAM worked, with men knowing about the fauna which they hunt, while the women know about the plants, particularly of valuable species for medicine, food and firewood. Some communities where the project worked were dominated by women, as working-age men migrate to cities to work and send remittances back to their families.

145 The project has made a considerable effort to support gender equity and the empowerment of women. It should be complimented for the range of activities it included to empower women without compromising the culture of indigenous peoples in the Pacific by ensuring that partners and field staff acted in a respectful and culturally appropriate manner and that information collected was returned to the village (e.g. maps, 3D models) and security of sensitive local, historical and cultural information was protected from misuse. For example, the project established and provided support to women's groups in farming and tourism projects; ensured the separation of men and women during socio-economic studies to obtain gender-differentiated data and information; consulted women's groups in land use planning and proposed changes to legislation; contracted women-led NGOs (e.g. Women in Business Development Inc.).

3.4 Evaluation Question 4: To what extent did the project approach ensure stakeholders' participation in the decision-making process related to project activities?

Finding 4: Highly Satisfactory.

Free, prior and informed consent is not mentioned in the Project Document nor in the Mid-term Evaluation, although it has been a guiding principle for over a decade. Nevertheless, the project has made substantial efforts to engage stakeholders and include partners and all relevant actors in project activities.

The project has strongly focused on local communities and customary land-owners, as is appropriate for the Pacific region. The project established very good and effective working relations with the beneficiary communities. In all the target countries the project teams made concerted efforts to ensure that they consulted with and informed the communities and customary land owners before beginning any work, to ensure they fully understood the background to project ideas and were allowed to reach consensus and make decisions according to their customary systems of decision-making.

146 *Assessment of stakeholder inclusiveness and participation - Highly Satisfactory.* In general, the project has made substantial efforts to engage stakeholders and include partners and all relevant actors in project activities. The project has strongly focused on local communities and customary landowners, as is appropriate for the Pacific region.

147 According to FAO (FAO, 2016), free, prior and informed consent is a universal norm of international law. The normative framework for free, prior and informed consent consists of legal instruments including the United Nations Declaration on the Rights of Indigenous

Peoples (UNDRIP),[22] the International Labour Organization Convention 169, and the Convention on Biological Diversity, among others. Free, prior and informed consent is not mentioned in the ProDoc or in the Mid-term Evaluation, although it has been a guiding principle for over a decade. It is the principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy or otherwise use. This principle means that those who wish to use the customary lands belonging to indigenous communities (such as those executing FPAM aiming to designate protected areas) must enter negotiations with them. It is the communities who have the right to decide whether they will agree to the project or not once they have a full and accurate understanding of the implications of the project on them and their customary land. All the evidence provided to the final evaluations confirms that in all the target countries the project teams have made concerted efforts to ensure that they consulted with and informed the communities and customary landowners (in some places the communities are the customary landowners, in other places the community is a mix of customary owners and other people) before beginning any work, to ensure they fully understood the background to project ideas and were allowed to reach consensus and make decisions according to their customary systems of decision-making.

148 FPAM country teams were led by local staff who are members of the local indigenous peoples (and often customary owners themselves), meaning they could relate and communicate with communities in the pilot areas without the barriers of language etc. Written agreements were not made at the start of the project, but all informants confirmed communities were happy for project activities to continue and written management plan agreements have already been signed by most of the communities for the new protected areas.

149 Vanuatu should be particularly congratulated as the National Project Coordinator included a recent graduate in the teams, who went to the project sites to work during the community consultations and awareness raising with the young people (ages 18-30) to better understand their perspectives and gain their buy-in.

150 The project has played an important role in catalysing change, building capacity and providing resources. However, this is only the start of a journey towards communities successfully managing protected areas, being able to fully benefit from the income generating activities (notably ecotourism), scaling-up their use of SLM technologies and increasing the production of organic crops. Ownership of the project outcomes rests with local people, but they will continue to depend on support by the Governments and others to reap the full benefits of project activities. The project has recognized these issues and focused on actions that would most likely enable longer-term changes, while follow-up projects (including GEF R2R projects and the Action Against Desertification EU-ACP project in Fiji) and NGOs are also standing-by to take-up the mantle left by the FPAM.

3.5 Evaluation Question 5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

Finding 5: Satisfactory.

The project did not achieve many of the planned outputs in relation to sustainable financing. Nevertheless, in most countries there are projects that have taken on, or are in the process of taking on, many of the unfinished activities of the project.

Land remains a contentious issue in all the FPAM countries and the impacts of this on any similar project should not be underestimated.

Political change remains an uncertainty in most countries. The government departments involved in the project are under-resourced and have relatively low capability compared to their mandates. The capacity of NGOs varies markedly between countries, with Fiji perhaps having the most developed and stable NGO sector. Local institutional capacity (e.g. at village level) remains low, albeit with some improvement because of the project.

22 See https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html

Many of the project countries have much larger follow-on GEF projects, which aim to continue the work of FPAM with the same beneficiary communities (e.g. the Ridge to Reef projects).

Although the project did not secure legal protection over all sites identified in the Project Document, there is an improved awareness of the need for conservation and capacity has been developed to better manage natural resources.

There remain risks from increasing weather variability, frequency of extreme events and other climate change-related issues; however, project activities such as promoting SLM and income generating activities are enabling adaptive capacity and resilience.

151 *Assessment of risk to sustainability – Satisfactory approach to risks.* Risk realization is moderately unlikely.

152 Assessment of the likelihood of risks to sustainability is as follows:

- *Financial risk to sustainability- Moderately Likely*. The project did not achieve many of the planned outputs in relation to sustainable financing. Nevertheless, in most countries there are projects that have taken on, or are in the process of taking on, many of the unfinished activities of the project. There is evidence that some of the project partners will continue to finance actions that are relevant to project outcomes.
- *Socio-political risk to sustainability - Moderately Unlikely*. The project outcomes were mostly seen as positive and desirable by people interviewed by the evaluation team. The emerging interest of Itauki Affairs in **Fiji** and Taoga Niue in **Niue** are examples of positive socio-political change and if these government bodies continue their efforts there is good reason to expect future positive change. Some informants raised concerns that too rapid promotion of entry into cash-based economies could lead to problems and efforts need to be made to address benefit sharing to avoid future problems. Land remains a contentious issue in all the Forest Protected Area Management project countries and the impacts of this on any similar project should not be underestimated. More broadly, political change remains an uncertainty in most countries.
- *Institutional risk to sustainability - Moderately Unlikely.* Government departments involved in the project are under-resourced and have relatively low capability compared to their mandates. The capacity of NGOs varies markedly between countries, with **Fiji** perhaps having the most developed and stable NGO sector. Local institutional capacity (e.g. at village level) remains low, albeit with some improvement because of the project. Many of the project countries have much larger follow-on GEF projects which aim to continue the work of FPAM with the same beneficiary communities (e.g. the Ridge to Reef projects).
- *Environmental risk to sustainability - Moderately Unlikely*. Although the project did not secure legal protection over all of the sites identified in the ProDoc, there is an improved awareness of the need for conservation and capacity has been developed to better manage natural resources. There remain risks from increasing weather variability, frequency of extreme events (including tropical cyclones) and other climate change-related issues (rising sea levels and incidences of forest fires) – however, project activities such as promoting SLM and income generating activities are enabling adaptive capacity and resilience (although not specifically mentioned by the project team).
- Overall, the project has worked closely with a wide range of partners. This was confirmed by the online survey, in which 70 percent of respondents reported that the partnership arrangements were effective in terms of supporting the achievement of the project results. Project partners are likely to continue to pursue many of the outcomes identified in the project, including (in alphabetical order):
  - ACIAR (Australia)
  - Birdlife International (Fiji)
  - cChange (Fiji)
  - Department of Agriculture, Forestry and Fisheries (Niue)
  - Department of Justice, Lands and Survey (Niue)
  - Department of Taoga (Niue)
  - Environment

- EC-ACP Action Against Desertification (AAD) project (Fiji)
- Forestry Training Centre (Fiji)
- Friends of Thurston Botanical Gardens (Fiji)
- Government of Fiji (Ministry of Fisheries and Forests)
- Government of Niue (Ministry for Natural Resources and Environment)
- Government of Samoa (Ministry of Natural Resources and Environment)
- Government of Vanuatu (Ministry of Lands and Natural Resources)
- iTaukei Land Trust Board (TLTB) (Fiji)
- Landcare Research (New Zealand)
- National Trust of Fiji (Fiji)
- Niue Chamber of Commerce
- NY Botanical Gardens (USA)
- RUN (New Zealand)
- Samoa Farmers Association (SFA)
- Suva City Council (SCC) (Fiji)
- South Pacific Community (Fiji)
- South Pacific Regional Environment Programme (SPREP) (Samoa)
- Tourism Authority of Niue (Niue)
- University of the South Pacific (Fiji)
- University Salzburg (Austria)
- Vanua Flora (Vanuatu)
- Wildlife Conservation Society (Fiji)
- Women in Business Development Inc. (WIBDI)

153 The focus on capacity building and raising awareness has been well-received by partners and local communities in all locations (this finding was supported by the results of the online survey). Fiji and Vanuatu have pockets of capacity around the protected areas, also in the Forestry Training Centre that should support longer-term sustainability. In Samoa, many community members in Savai'i have a better understanding of the importance of protecting the cloud forests and some have also been trained in SLM/organic agriculture. Niue has an extremely small resident population, estimated at 1 400 to 1 500 at any one time, and an estimated 20 000 living overseas, mostly in New Zealand. Niue has very limited capacity to sustain project outcomes except for activities associated with ecotourism, for which Niue has a relative comparative advantage.

3.6 Evaluation Question 6: What are the key lessons that can be learned from project implementation?

Finding 6: There are ten key lessons that can be learned from project implementation:

1 Implementation of conservation activities in customary tenure situations requires time, patience and a respectful approach to communities;

2 Legislative, policy and institutional change often takes longer than the timescale of a single project;

3 Livelihood and SLM activities promoted by the project that are meant to achieve conservation need to be linked effectively to the planned conservation outcomes, rather than risk being standalone activities that may have either no, or negative impact on conservation;

4 The Wakatu Fiji campaign provides a valuable lesson on how to engage customary land owners and the general public for similar projects that are seeking to raise awareness and build networks of support across multiple sectors. The campaign is based on a concept well understood by local people and uses state of the art social media tools to reach audiences and engages a wide range of government and non-government actors;

5 The difficulty faced by the project in generating sustainable financing mechanisms for protected areas deserves further study;

6 The partnership approach adopted by the project, involving government agencies,

NGOs and research and training organizations in the coordinated delivery of project activities was beneficial to achievement of project outcomes;

7 A complex project design (in this case, six components) made it challenging to implement; a less complex design (e.g. two or three components) may have been easier for the project and partners to implement;

8 Aligning project design to the current and potential capacity of national and local stakeholders helps build confidence for upscaling and sustainability after the project concludes;

9 It would be beneficial if FAO's complex project-related administrative procedures were streamlined and the organization ensured that project managers/national coordinators and executing agencies (usually government departments) are fully and effectively inducted into FAO procedures and policies;

10 The potential to improve the effectiveness of projects by enabling them to respond quickly and appropriately to beneficiary communities when faced with natural disasters, for example through agreed protocols that clearly identify triggers, responses and decision-making processes for such events, is worth further consideration.

154 Implementation of conservation activities in customary tenure situations requires time, patience and a respectful approach to communities. The speed of implementing change is largely determined by the interest and willingness of the community itself. The project plays and important role in catalysing change, building capacity and providing resources, but the ownership of the project outcomes needs to rest with local people and be supported by the Government. The project recognized these issues and focused on actions that would most likely enable longer-term changes.

155 Legislative, policy and institutional change often takes longer than the timescale of a single project. A project can only hope to influence these processes; it cannot bring them about directly. The project provided important analyses and support to key stakeholders that has led to important changes to law and policy. Institutional capacity remains a limiting factor in the Pacific.

156 Livelihood and SLM activities that are meant to assist achieve conservation need to be linked effectively to the conservation outcomes. Livelihood generating and SLM activities ***per se*** will not necessarily improve conservation and indeed could have an opposite effect as has been shown in projects elsewhere in the world. Optimizing livelihood and SLM strategies through consultative, participatory processes in ways that enable local communities to choose interventions that best suit their interests and are most likely to achieve a conservation outcome is a key to success. The project had mixed success in this area.

157 The Wakatu Fiji campaign provides a valuable lesson for similar projects. The campaign resonated well with local communities and national stakeholders and is likely to be an important factor in the long-term sustainability of project outcomes and in maintaining and increasing demand for positive change at local and national levels.

158 The difficulty faced by the project in generating sustainable financing mechanisms for protected areas deserves further study. Long-term financing is acknowledged as being critical for the sustainability of protected areas and for ensuring local communities do not bear inequitable costs for living near a protected area.

159 The partnership approach adopted by the project was beneficial to delivery of project outcomes. Importantly, it was designed to be an inter-sectoral project, involving environment, forestry and agriculture (reportedly pre GEF4 all the FPAM countries only associated GEF projects with environment). The project then engaged a wide range of NGOs, government agencies, regional bodies, communication experts research/academic institutions. The project working with the Forest Department and NGOs in Fiji, for example, was very effective in engaging the iTaukei Land Trust Board that is likely to be a key to future sustainability of project outcomes. In Niue, the project worked with both national and international organizations in partnerships that build trust and cooperation. The team approach adopted in Vanuatu (see Section 3.2 Component 2 Output 1 for more detail) was

particularly useful in ensuring cohesion between the various components and activities implemented with beneficiary communities, especially in the absence of project staff at field sites.

160 The executing agencies and project teams found it difficult to implement some of the project activities, in part due to the complexity of the project design, with six major technical components/outcomes.

161 Capacity at all levels is limited in several of the project countries, with the notable exception of Fiji. For example, there is one fauna expert in Vanuatu who is called upon for a huge range of project-related tasks in addition to routine government work.

162 The consensus views provided to the Final Evaluation was that slow rate of project implementation during the early years of the project (to the Mid-term Evaluation) and to a lesser extent in the final years of the project, could be attributed at least partially to FAO's complex administrative system and delays in procedures.

163 The project faced several tropical cyclones and other natural disasters during implementation and teams on the ground expressed discomfort at being unable to offer adequate disaster relief to project target communities that had been affected.

4. Other relevant issues

4.1 Monitoring and evaluation

Finding 7: The M&E work of the project has been well organized and has prepared all the necessary Project Implementation Reports, Project Progress Reports, etc. which track project activity.

A Mid-term Evaluation was conducted from November 2014 to May 2015.

There remain gaps in the quantification of the impacts of project activities.

164 *Assessment of the project's overall approach to monitoring and evaluation –Moderately Successful*. The project has been well organized and has prepared all the necessary Project Implementation Reports, Project progress Reports, etc. which track project activity. A Mid-term Evaluation was conducted from November 2014 to May 2015 (published June 2015). Further, the Chief Technical Adviser prepared a detailed summary of all project training (Appendix 13) and a comprehensive online archive of project reports (146 in total – listed in Appendix 8). Interestingly (and disappointingly), 57 percent of respondents to the online survey did not know if the M&E plan included baseline surveys and SMART indicators.

165 However, the Final Evaluation team conclude that there remain gaps in quantifying the impacts of project activities. Whilst significant biophysical and socio-economic change would not be expected to have occurred over the project period, the project should have completed surveys on knowledge of biodiversity/conservation/SLM etc. prior to and after capacity building training to better assess the impact of training activities.

166 Similarly, where the project activities aimed to promote income generation, a survey of income prior to the intervention - and a follow-up close to project closure - would have made it possible to quantify how many households/communities were benefiting from the activities. This would be particularly useful for scaling-up as such information may encourage other communities to adopt new practices.

167 The baseline for the project's tracking tool were prepared in 2010. This was not revised when the project began implementation in 2012, nor was it mentioned in the Mid-term Evaluation (although the Chief Technical Adviser provided data for 2014/2015). The tracking tools were found difficult to use during the Final Evaluation as many of the project sites have had to be changed. The market information in the tracking tool uses unclear categories, all of which were determined as zero at the start of the project and for which the team could find no data during the Final Evaluation.

168 As this project aimed to contribute to the GEF land degradation focal area (GEF LD SO-2) it is surprising that the project did not use the now standard United Nations Convention to Combat Desertification (UNCCD) tools to record SLM technologies, namely World Overview of Conservation Approaches and Technologies (WOCAT)[23] (which is being used by the AAD project in Fiji).

4.2 Project implementation and execution

Finding 8: The project team was effective and efficient in delivering project outputs.

The efforts of the project team to adapt to changing circumstances and cope with the impact of cyclones was noted by numerous respondents to the evaluation.

169 *Assessment of the implementation and execution of the project – Satisfactory.* Overall, the project team was perceived by people interviewed by the evaluation team as being effective

23 See www.wocat.net

and efficient. The efforts of the project team to adapt to changing circumstances and cope with the impact of cyclones was noted by numerous respondents. Sixty-seven percent of respondents to the online survey reported that the project management set-up was appropriate to meet the project objectives.

170 The project included a Regional Project Steering Committee and National Project Steering Committees in each of the four countries. By the time of the Final Evaluation, these seemed to be working well. However, it was noted that none of the countries included a project technical committee or advisory team, which may have provided an opportunity for a better flow of information between service providers. For example Fiji used numerous service providers working with the beneficiary communities and it may have been beneficial if these providers were more aware of each other's activities so that they together presented a coherent front to local communities.

171 In terms of FAO's role in the project, many interviewees commented on the complexity and slowness of FAO's administrative procedures, particularly relating to recruitment, procurement, Letters of Agreement and the transfer of funds from FAO to country teams. Whilst some of these comments may result from unfamiliarity with FAO and/or GEF, there was sufficient consistency in expressed concerns that leads the evaluation team to conclude that FAO procedures are considered 'challenging' by stakeholders. Some Government officials expressed disquiet that under the FAO GEF project management system, National Project Coordinators and National Technical Advisers are recruited by FAO (the implementing Agency) and not the executing department/ministry of the host government, which they felt undermined national ownership of the project, undermined staff supervision and confused channels of communication.

172 Many informants appreciated the benefits of the regional approach adopted by the project, with lesson learning and information sharing between country teams. This view was, however, not universally held, with some respondents stating that they saw no real value of the regional approach and others stating that most of the sharing came from Fiji to the other countries. It should be noted that the number of participants who benefited from travelling to other project countries or elsewhere was very limited. A project website may have helped build cohesion and better enabled sharing of lessons between the project countries.

173 In terms of how well the project team implemented the project, the evaluation team considered the project's Theory of Change that people's behaviour will change to support project objectives when three necessary and sufficient conditions are satisfied. These conditions are listed in the Project Document as: (i) project communities have options for sustainable livelihoods; (ii) project communities are well aware and understand the importance and relevance of SLM and biodiversity conservation to their well-being; and (iii) there are incentives from conservation of biodiversity that when made available, people will respond to and will consolidate their support for SLM and biodiversity conservation. The evaluation team considers that the project's efforts on both marketing of biodiversity goods and services and on SLM were not convincingly connected to achieving changed behaviour or to biodiversity conservation. Given this, the evaluation team concludes that the project did not fully test the Theory of Change and it remains unclear whether providing increased options for sustainable livelihoods and raising awareness of SLM do in fact lead to improved biodiversity conservation or SLM. It is at least theoretically possible that improved livelihoods could lead to worsening biodiversity outcomes by, for example, attracting people to migrate to the area to capture some of the benefits or through increased harvesting of wild products.

174 Finally, political change and natural disasters adversely affected the project. Interviewees noted that extreme weather events are predicted to become more frequent and extreme in the Pacific. They also noted that such events have serious impacts on the ability of a project to deliver agreed outputs within the period of a project, but at the same time such events offer an opportunity to demonstrate commitment to both livelihoods and biodiversity conservation, and to building resilience to climate change by adapting project interventions in the event of severe natural disasters. Interviewees noted that the Forest Protected Area Management project did its best in the face of cyclones, but was constrained by a lack of readily obtainable mandate (from GEF and/or FAO) to revise project activities quickly to address the situation post cyclone.

5. Conclusions and recommendations

5.1 Conclusions

175 Based on the evidence collected throughout the evaluation process, the Final Evaluation drew several conclusions, which have been organized around the order of the evaluation questions raised in the Terms of Reference (Annex 1). The order does not imply any priority from 1 to 9.

EQ1: To what extent were the project's global environment objective and project development objective achieved?

Conclusion 1. The project was relevant to the individual needs of each of the four target countries. The regional approach provided an opportunity for the countries to share experiences and lessons, which will be invaluable for their implementation of future GEF and other (*inter alia the EU project Action Against Desertification Fiji,* R2R, REDD+) projects.

176 The outcomes of the project are consistent with the priorities of the Governments of Fiji, Samoa, Vanuatu and Niue and with the national priorities listed in the FAO Country Programming Framework (CPF) for the Pacific Subregion. The overall focus of the project remained relevant for the duration of the project, with some minor adjustment at national level to planned activities. This conclusion speaks to the overall robustness of the original design of the project given that the region (and the project) has experienced numerous severe weather events (see Appendix 12), other natural disasters, political changes (particularly in Fiji) and the fact that a long period of time elapsed between development of the original idea for the project (2007) and its final approval (2011). Gaps in project design included consideration of the role of habitat fragmentation, for example resulting from hydro-power developments and roads, also the impact of invasive species.

Conclusion 2. The project responded to the impact of tropical cyclones by adjusting timelines and budgets and also, at times, supporting disaster relief efforts.

177 A series of tropical cyclones (see Appendix 12) (as well as tsunamis, flash floods and earthquakes) delayed project implementation and in some cases damaged implementation sites, the homes of and means of communication for beneficiary communities. Even cyclone warnings disrupted project activities (meetings and work at pilot sites were cancelled). The response included some adjustment of the focus of the project and a substantial increase in project delivery time (from four to six years overall and an additional year proposed for Fiji).

Conclusion 3. The project did not effectively deliver some of the planned outputs; however, it made good progress towards the global environment objective and project development objective.

178 The project did not realize all the planned increase in protected areas, nor the planned establishment of sustainable financing of protected areas. It also did not achieve all targets for improving local livelihoods or SLM. However, the lack of progress needs to be considered in terms of both: a) how effectively the project was implemented; and b) how realistic the original project design was. The primary reasons for the weak delivery of outputs are: a) the original design of the project, whilst relevant, was overambitious; and b) delays in start-up of the project meant that many activities were not commenced until the final years of the project, leaving insufficient time to complete all planned actions. Whilst the original design of the project acknowledged the complexity of dealing with customary land tenure, the lack of capacity and the complexity of developing mechanisms for sustainable financing, it nevertheless set targets that were beyond the capacity of the project, the countries and local communities to implement. The full impacts of the different systems of customary land ownership on the project's ability to secure land for protected areas has proved to have been underestimated by the designers, most notably for Fiji and Niue. Regarding sustainable financing, the project team found that more groundwork and preparation was needed in each country than had been appreciated during project design. Towards

project closure, the project focused on discussing, planning and networking with existing and upcoming projects (*inter alia* GEF5) to share lessons from FPAM and ensure that these projects continue the unfinished activities in their work plans.

Conclusion 4. The activities and budget proposed for the 12-month extension of the project in Fiji are relevant, likely to be effective, have the potential to achieve an impact and fit the priorities of project partners in Fiji.

179 The activities proposed, to be undertaken within the extension period, are consistent with the components, outputs and activities included in the project design. The circumstances faced by the project during implementation in Fiji 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.

EQ2: What results (intended and unintended) did the project achieve across its six components?

Conclusion 5 The project was very effective in developing capacity at the full range of levels and it is likely that there will be a long-term legacy of benefits accruing long after project closure.

180 The Wakatu campaign across the whole country of Fiji provides an excellent model for awareness raising. Project training of local community leaders as champions for biodiversity conservation was highly effective in all the project countries. The project's support to the Fiji Forestry Training Centre to develop a Biodiversity Conservation and Protected Area Management programme, to be completed during the Fiji extension, will be a very important legacy of this project for Fiji and the other countries of the South Pacific. This highly flexible programme fills a gap in training/capacity building for school leavers, in-service training for Government and private sector staff and can be adapted for tailored short courses for community leaders/members. In achieving its global environment objective and project development objective, the project supported the publication of a wide range of important baseline and other documents and created a comprehensive online archive (146 articles in total listed in Appendix 6). These will form an important legacy of the project if they are archived securely and made available to the public.

Conclusion 6. The project should have better linked its activities with climate change.

181 The risks section of the ProDoc notes that the project's approach to climate change '***will focus mostly on taking preliminary measures to adapt to change'***. However, apart from this reference, the term climate change does not occur in the project outcomes, outputs or indicators. Moreover, neither documents provided to the evaluation team during the final evaluation, nor interviews undertaken with project team members, indicated that the project deliberately addressed adaptation to climate change. The impacts of climate change are increasingly being felt in the South Pacific and are predicted to continue to do so (increasing frequency and intensity of tropical cyclones, heavier rainfall and longer, hotter dry seasons). There may have been greater uptake of certain project activities (particularly SLM technologies) by local communities if the benefits of these in terms of climate change adaptation had been a stronger focus of the project.

EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

Conclusion 7. The project adopted an inclusive approach that sought to fully consider gender and age equity and inclusion issues and project staff and partners remained sensitive to cultural values associated with gender, youth and elderly people.

182 Eighty-two percent of respondents to the online survey noted that the project fully recognized the role of women in biodiversity conservation/sustainable use of natural resources and promoted greater women's access to information, resources and training.

EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders participation in the decision-making process related to project activities?

Conclusion 8. The project appeared to have established very good and effective working relations with the beneficiary communities. There is clear evidence that the project teams engaged well with large numbers of people in each pilot project site, gaining trust and ensuring that the project's planned activities were locally acceptable.

183 Whilst the project has not fully documented how it engaged with local communities, a wide range of informants who were involved in the project complemented its efforts to work with customary land owners and local communities. Sixty-seven percent of respondents to the online survey noted that the project recognized the roles of indigenous men and women in biodiversity conservation/sustainable use of natural resources and promoted their specific rights.

EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

Conclusion 9. The project results set a very sound foundation for protected area management.

184 The project has provided the four countries with good platforms on which to build/extend their protected area estates, having improved the legal, policy and institutional frameworks and addressed vital awareness raising and capacity building issues. Maintaining and/or increasing interest of government agencies responsible for the affairs of customary land owners in protected area issues is likely to be a key to long-term conservation success in the Pacific. The partnership approach to delivering the project has left a positive legacy in the region.

5.2 Recommendations

185 The following recommendations emerge from the final evaluation's findings and conclusions.

Strategic issues

Recommendation 1. It is recommended that FAO encourages countries and development agencies to better coordinate the large number of biodiversity conservation and sustainable land management projects in South Pacific countries at national and regional levels (as exists for water and climate change). Inter alia, this will help reduce the current problem of multiple projects simultaneously drawing government staff resources away from the basic tasks of government.

Project implementation /operational issues

Recommendation 2. It is recommended to GEF and FAO that key project staff be in post before inception workshops are held.

186 Project teams and others should thoroughly review work plans and activities during the Inception period to ensure they are aligned with the current national and local priorities. Consideration should be given to holding two inception workshops in each country – one to revise the project activities/work plans and another to launch the project.

Recommendation 3. It is recommended to FAO that projects seeking to engage customary landowners and local communities should seek to recruit local staff in the pilot areas to provide continuous support to communities involved in the project.

187 Whilst such support does not need to be full-time, it should be provided on a regular basis to maximize uptake of planned outcomes and optimize learning and capacity building. For each pilot site, a more thorough understanding of land governance issues should be obtained, ideally during the Project Preparation Grant period (where pilot sites are already agreed) or early on during implementation (e.g. where pilot sites agreed during inception).

Recommendation 4. It is recommended to GEF and FAO that projects, which include promoting the protection of forested protected areas and the adoption of SLM technologies, highlight the win-win-win (local, national, global) co-benefits that these activities generate, including for climate change adaptation and mitigation.

188 Raising awareness about the linkages between forest conservation and management, SLM and climate change will likely increase uptake of conservation and SLM activities [for example, demonstrating the links between protecting forests and reducing peak/low flows in rivers and SLM technologies such as "climate smart agriculture" systems (FAO, 2013)].

Recommendation 5. It is recommended to GEF and FAO that future projects that are focused on biodiversity conservation and protected area management should more clearly identify sustainable livelihoods and economic benefits that can be clearly linked to the improved conservation of biodiversity.

189 Such approaches should include assessment of baseline, mid-term and end of project livelihood, ecosystem service and biodiversity indicators. For example:

- Livelihood opportunities that encourage local communities to protect and conserve natural resources, such as well-managed ecotourism and sustainable Non Wood Forest Product industries.
- SLM strategies that clearly reduce pressure on natural resources (e.g. by reducing conversion of forests to agriculture) rather than simply focusing on improving agricultural productivity.
- Livestock strategies that improve herd quality and at the same time reduce impacts of grazing on common lands.

Recommendation 6. It is recommended to GEF and FAO that a greater proportion of project funds for similar projects be devoted to developing income generating activities including careful assessment of their economics and value chains, to compensate land users who agree to reduce/halt former hunting/collecting etc. activities in protected areas.

190 Work should begin on these as soon as possible after project start-up in order to motivate beneficiary communities and give them a chance to show results by the end of a typical four to five-year project. For example, by drawing on lessons from:

- the Integrated Approaches Pilots being piloted by GEF24 and others. In particular, the Food Security Integrated Approach25 in Sub-Saharan Africa that aims to promote the sustainable management and resilience of ecosystems and their different services to address food insecurity;
- over 40 years of experience in community forestry (Gilmour, 2016);
- efforts to develop Payment for Ecosystem Services schemes.[26]

24 https://www.thegef.org/topics/integrated-approach-pilots

25 http://www.fao.org/land-water/land/sustainable-land-management/iap/es/

26 https://www.thegef.org/sites/default/files/publications/28252nomarks_0.pdf

Recommendation 7. 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 had been delayed (see Annex 2).

191 These above-mentioned activities include:

- completion of 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 that 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.

6. Appendices

Appendix 1. Original project Outcomes and Outputs

1. Legal, institutional and policy reform

1.1. Review and revision of policies and legislation

1.2. Mainstreaming biodiversity conservation and sustainable land management (SLM) in other sectors

1.3. Development of protected area strategy

2. Extending and consolidating the Protected Area Network

2.1. Formalization/strengthening of existing protected areas

2.2. Creation of new protected areas

2.3. Development and implementation of protected area management plans

3. Capacity building in biodiversity conservation and sustainable land management

3.1. Development and implementation of protected area monitoring and evaluation systems

3.2. Awareness raising

3.3. Technical training

4. Mechanisms for sustainable protected area financing

4.1. Strategic planning for long-term funding of protected area system

4.2. Capacity building for Payment for Ecosystem Services (PES) and implementation of PES payments

5. Sustainable use of biodiversity

5.1. Development of organic agriculture

5.2. Development of eco-cultural tourism

5.3. Strengthening alternative livelihoods

6. Sustainable land management in forest margins

6.1. Sustainable land management in forest margins

6.2. Strengthening livelihoods from sustainable land management

Appendix 2. Results framework changes over the life of the project

1 The following table summarizes the main changes that occurred to the project's results framework during the course of the project. Note that the table only shows places changed and not areas that remained the same. There were no changes made to project environmental and development objectives, outcomes or outputs; there were changes at national level to outputs.

Project Output	National output at the beginning of project	Refined output after Mid-Term Evaluation	Reason for change
1.1 Strengthened policy, legal and institutional arrangements for biodiversity conservation (all four countries).	FIJI Strengthen legal and policy frameworks for community-based decision-making about protected area establishment and management. VANUATU Review and revise National Forest Policy.	FIJI Same. VANUATU Review and revise Forest Act and validate Environment Policy.	Fiji Training of 250 government officials replaced with a consultative process to achieve a bottom-up approach and integrate into the development process. VANUATU Forest Policy had already been revised at start of project and sustainable land policy was deferred.
1.2 Biodiversity conservation and sustainable land management mainstreamed in other sectors (Samoa and Vanuatu).	VANUATU Develop a sustainable land development policy.	VANUATU Output deleted from FPAM project.	VANUATU Priorities were Forest Act revision and Environment Policy validation. Output 1.2 will be delivered with GEF 6 project.
2.2 Protected area management formalized and strengthened at the field level (all four countries).	VANUATU Formally establish three new conservation areas (Homo Bay, Lake Letas and Penoru). SAMOA 2.3a. Prepare and implement land-use plans for the three community conservation areas (lowland areas). VANUATU 2.3. Develop management plans for the four protected areas.	VANUATU 2.2. Formally establish two new conservation areas. SAMOA 2.3a. Integrate lowland areas into establishment of three community conservation areas. VANUATU 2.3 Develop management plans for the three protected areas.	VANUATU Originally planned to formally establish three new conservation areas changed to two. The geographical spread of Vanuatu makes in-country travel difficult and costly. Coupled with customary land tenure system, it is time consuming and costly to work on three new areas. VANUATU Changed from four to three protected areas.
3.1 Monitoring and evaluation system operational and used to report on biodiversity conservation (all four countries).	SAMOA b. Further development of management information system (including geographical information system) to assist with M&E, land-use planning and reporting on biodiversity and sustainable land management.	SAMOA b. Further development of management information system (including geographical information system) to assist with M&E, land-use planning and reporting on forestry.	SAMOA Original activity 3.1b refers to planning and reporting on biodiversity and sustainable land management changed to planning and reporting on forestry. Forestry reporting is essential given increased conversion of forest lands, deforestation and forest degradation.

4.2 Strengthened local capacity and policy framework for Payment for Ecosystem Services (PES) (Fiji).	FIJI a. Payments for environmental services.	FJI a. Deleted	FIJI Initial work was done, but time, budget and specific technical expertise are needed to be able to fully carry out research, collect and analyse data and recommend policy and legal framework to support PES initiatives and work, etc. The output can be picked up with the Action Against Desertification (EU-ACP project in Fiji) project.
5.1 Strengthened local capacity to scale-up and sustain organically certified food production (Samoa).	SAMOA b. Develop Eco-cultural tourism in Samoa.	SAMOA b. Output for ecotourism is new (activity is described).	SAMOA 5.1.b added as eco-cultural tourism has potential and is increasing.
5.2 Income generated from eco-cultural tourism services (Fiji and Niue).		VANUATU 5.2. Ecotourism assessments income and livelihood studies for resource owners (new).	VANUATU 5.2 added. Vanuatu has high number of tourist visits, tourism is a growing industry and a government priority. Local communities increasingly going into tourist-related business. Assistance from project can help upscale current local tourist products.
5.3 Income generated from non-wood forest products (Fiji, Vanuatu and Niue).	VANUATU a. Income and livelihood studies for resource owners.	VANUATU a. This activity was missing in the planning matrix.	VANUATU Matrix updated. GEF5 projects will continue work in complementing, upscale and complement.
6.2. Income generated from sustainable land management (Samoa).	SAMOA Development and implementation of village development plans.	SAMOA Sustainable land management in forest margins (under 6.1).	SAMOA A key goal of the protected area network in Samoa is to improve yield on existing farmlands so farmers don't go/move into new forest areas and open new farms.

Appendix 3. Financial data

Project Preparation through PDF/PPG grants (in USD)

Particulars	At approval	AT PDF/PPG completion
GEF PF/PPG grants for project preparation	350 000	216 155
Co-financing for project preparation	350 000	-

GEF project funding

Particulars	Total at CEO endorsement		Total delivery at project completion	Shared costs at project completion[27]
	%	(USD '000)	(USD '000)	(USD '000)
Component 1: Legal, institutional and policy reform				
- 1.1 Review and revision of policies and legislation (all four countries)	11	669.2	143.7	
- 1.2 Mainstreaming biodiversity conservation and SLM in other sectors (Samoa and Vanuatu)	1	55.5	32.0	
- 1.3 Development of protected area strategy (Samoa)	0	31.0	29.6	
Subtotal	**12**	**755.7**	**205.3**	**135.4**
Component 2: Extending and consolidating the Protected Area Network				
- 2.1 Formalization/strengthening of existing protected areas (Fiji, Vanuatu and Niue)	4	263.6	257.1	
- 2.2 Creation of new protected areas (all four countries)	7	468.9	304.1	
- 2.3 Development and implementation of protected area management plans (all four countries)	5	335.2	102.7	
Subtotal	**17**	**1 067.8**	**663.9**	**632.7**
Component 3: Capacity building in biodiversity conservation and sustainable land management				
- 3.1 Development and implementation of protected area monitoring and evaluation systems (all four countries)	9	592.6	253.2	
- 3.2 Awareness raising (all four countries)	6	367.9	343.8	
- 3.3 Technical training (Fiji, Samoa and Vanuatu)	13	790.2	163.6	
Subtotal	28	1 750.7	760.6	591.6
Component 4: Mechanisms for sustainable protected area financing				
- 4.1 Strategic planning for long-term funding of protected area system (all four countries)	6	406.3	41.7	
- 4.2 Capacity building for Payment for Ecosystem Services (PES) and implementation of PES payments (Fiji)	10	655.0	0	
Subtotal	**17**	**1 061.2**	**41.7**	**160.2**
Component 5: Sustainable use of biodiversity				
- 5.1 Development of organic agriculture (Samoa)	3	182.3	48.9	
- 5.2 Development of eco-cultural tourism (Fiji and Niue)	5	309.7	159.6	
- 5.3 Strengthening alternative livelihoods (Fiji, Vanuatu and Niue)	4	223.5	68.9	
Subtotal	**11**	**715.5**	**277.4**	**126**

27 Shared costs include project personnel (Chief Technical Adviser, National Project Coordinators, National Technical Adviser), administrative and operational services, also equipment.

Component 6: Sustainable land management in forest margins				
- 6.1 Sustainable land management in forest margins (Fiji, Samoa and Niue)	5	311.3	301.7	
- 6.2 Strengthening livelihoods from sustainable land management (Samoa)	1	37.7	29.1	
Subtotal	**6**	**349.1**	**330.8**	**128.7**
Component 7: Project management and monitoring				
- 7.1 Project management (all four countries)	n.a.	n.a.		
- 7.2 Project monitoring (all four countries)	n.a.	n.a.		
Subtotal	**9**	**583.7**	**307.3**	**799.2**
TOTAL PROJECT COST	**100**	**6 283.8**	**2 587.0**	**2 573.8**

Project co-financing

Particulars	At CEO endorsement (USD)	At project completion (USD)
GEF project grant	6 283 751	5 300 000[28]
Co-financing	11 787 220	12 655 220
Total	**18 070 971**	**17 955 220**

Note: After ProDoc approval, additional co-financing has been leveraged (see table below).

Project co-financing break-down

Name of the co-financer	Co-financer type[29]	Type of co-financing[30]	Co-financing at project start[31]			Actual co-financing at project end[32]		
			In kind	Grant	Total	In kind	Grant	Total
Govt. of Fiji	National Govt.	In kind and Grant	142 640	1 415 000	1 557 640	180 640	1 415 000	1 595 640
Govt. of Samoa	National Govt.	In kind	273 460	0	273 460	273 460	0	273 460
Govt. of Vanuatu	National Govt.	In kind	205 400	0	205 400	235 400	0	235 400
Govt. of Niue	National Govt.	In-kind	153 460	0	153 460	173 460	0	173 460
FAO	Executing Agency	In kind and Grant	466 000	1 039 260	1 505 260	466 000	1 039 260	1 505 260
NFP Facility in Vanuatu (FAO)	Executing Agency	Grant	0	250 000	250 000	0	250 000	250 000
GTZ (Fiji)	Bilateral Agency	Grant	0	500 000	500 000	0	500 000	500 000
Conservation International (Fiji)	NGO	Grant	0	3 130 000	3 130 000	0	3 130 000	3 130 000
Conservation International (Samoa)	NGO	Grant	0	405 200	405 200	0	405 200	405 200
University of the South Pacific (Fiji)	NGO	In kind and Grant	100 000	770 000	870 000	100 000	770 000	870 000
Nature Fiji Mareqeti Viti	NGO	In kind and Grant	520 000	520 000	1 040 000	520 000	520 000	1 040 000

28 Cash received.
29 Examples of categories include: local, provincial or national government, semi-government autonomous institutions educational and research institutions, private sector, multilateral or bilateral organizations, non-profit organizations and others.
30 Grant, loan or equity participation by beneficiaries (individuals) in form of cash, in kind or material contribution.
31 Totals from Table 9 of ProDoc.
32 Totals from Project Implementation Report 2016/17.

National Trust of Fiji	NGO	In kind and Grant	520 000	320 000	840 000	520 000	320 000	840 000
Birdlife International (Fiji)	NGO	In kind and Grant	190 000	150 000	340 000	190 000	150 000	340 000
Wildlife Conservation Society (Fiji)	NGO	In kind	94 000	0	94 000	94 000	0	94 000
Suva City Council Fiji	Local Govt.	In kind and Grant	50 000	50 000	100 000	50 000	100 000	150 000
LCC Fiji (Lautoka City Council)	Local Govt.	In kind and Grant	50 000	50 000	100 000	0	0	0
Beneficiaries[33]		In kind	422 800		422 800	422 800		422 800
Sub-total			**3 187 760**	**8 599 460**	**11 787 220**	**3 225 760**	**8 599 460**	**11 825 220**

Additional funds mobilized during project implementation

Other sources of co-financing[34]								
FAO/EC AAD project Fiji	Executing Agency	Grant	0	2 200 000	2 200 000	0	100 000	100 000
FAO/ILM project Fiji & Samoa	Executing Agency	Grant	0	605 000	605 000	0	20 000	20 000
ACIAR (F+V)[35]	Bilateral Donor	Grant	0	2 660 000	2 666 000	0	350 000	350 000
NY Botanical Gardens (V)	NGO	Grant	0	400 000	400 000	0	200 000	200 000
Vanua Flora (V)	NGO	Grant	0	30 000	30 000	0	30 000	30 000
University Salzburg, Austria (V)	NGO	Grant	0	100 000	100 000	0	100 000	100 000
Friends of Thurston Botanical Garden (F)	NGO	In kind	100 000	0	100 000	40 000	0	40 000
Total			**100 000**	**5 995 000**	**6 095 000**	**40 000**	**800 000**	**840 000**

33 Time contributed by project beneficiaries.
34 New leveraged project partners after ProDoc approval.
35 Enhancing value added products and environmental benefits from agroforestry systems in the Pacific - FST/2014/067 (Vanuatu and Fiji).

Appendix 4. Evaluation matrix

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
EQ1: To what extent were the project's global environment objective and project development objective achieved?	See sub-question 1 and 2 below	Qualitative and quantitative assessment: Perception/ Experience-based Survey (SurveyMonkey) Face-to-face/ phone/skype semi-structured interviews Desk review and available data/ baseline analysis	Project Task Force (PTF) (including National Project Coordinators (NPCs)), GEF liaison officers and regional coordinator, any other relevant stakeholder, i.e. main partners and communities' representatives Project document, Project Implementation Reports, cultural and socio-political context related documentation, MTE Evidence collected under EQ2	Effectiveness Impact
1. Has the project led to improved protection/ management of biodiversity, forests and lands?	# increase in ha of protected areas at project sites (target was from 30 000 ha to 110 000 ha across all four countries) Project stakeholders have the legal, technical and financial capacity to protect biodiversity in the protected areas established under the project. Barriers to sustainable land and forest management are removed in and around the protected areas established under the project.	Qualitative and quantitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Focus group discussions Field observation Desk review and dataset analysis	PTF (including NPCs), GEF liaison officers, any other relevant stakeholder, i.e. main partners and communities' representatives Interviews with PTF, partners' representatives and NPCs Local communities in selected project sites TB selected Main project documents, risk management matrix, tracking tool, available databases (including Collect Earth analyses) Evidence collected under EQ2	Effectiveness Impact

36 The ET made use of project results matrix, stated indicators and end of project targets. The ET modified the existing ones and add new ones as deemed fit.

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
2. Have the livelihoods of local communities improved due to project catalysed activities/ achievements?	Changes in behaviour that led to a more sustainable use of natural resources and higher incomes. (using baseline from inception, if available). Greater diversity of income sources among beneficiary communities	Qualitative and quantitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Focus group discussions Field observation Desk review and dataset analysis	EQ 2 PTF (including NPCs), GEF liaison officers, any other relevant stakeholder, i.e. main partners and communities' representatives Interviews with PTF, local communities' representatives and NPCs Local communities in selected project sites TB selected Main project documents, risk management matrix, available databases (project surveys/income data) Evidence collected under EQ2	Effectiveness Impact
3. To what extent were the project design and preparation phases appropriate to address/achieve the stated objectives with the available resources and time frame foreseen, in the Pacific Islands context?	From desk review and qualitative analysis of stakeholders' views and perception/ experience: The Project Preparation Grant phase allowed for the identification of strengths/constraints and for an efficient planning for them in the project design.	Qualitative and mixed-methods: Perception/ experience-based Survey Face-to-face/phone/ skype interviews Desk review	PTF (including NPCs), GEF liaison officers, any other relevant stakeholders, i.e. main partners and communities' representatives Project design team, FAO GEF at headquarters, PTF and others involved in Project Preparation Grant phase, NPCs PIF, project documents, Project Implementation Reports, MTE Evidence collected under EQ2	Efficiency Relevance

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
4. To what extent did the project implementation and execution arrangements facilitate or hinder achievements of project objectives?	From desk review, qualitative analysis of stakeholders' views and perception/ experience and EQ2 analysis: Implementation and execution arrangements contributed to a smooth implementation of project activities and outputs achievements	Qualitative analysis: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Desk review	PTF (including NPCs), GEF liaison officers, other partners' representatives PTF, NPCs and other relevant governments' staff, other consultants/ contractors who worked on the project, partners representatives Project M&E records, project reports on strategies, and management plans, Letters of Agreement, Execution Agreements, Project Implementation Reports, Project Document, MTE Evidence collected under EQ2	Efficiency Implementation/ execution
5. What were the project partnership arrangements with local agencies and ongoing projects in the region? Did project catalysed co-financing make a significant contribution to achieving the project objectives?	From desk review, qualitative analysis of stakeholders' views and perception/ experience and financial data analysis: Established partnerships with local agencies supported the achievement of outputs, avoiding duplications and fostering a catalytic effect of the project activities Catalysed co-financing represented a timely and quality support to achievement of project outputs and outcomes.	Qualitative and quantitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Desk review	PTF (including NPCs), execution agencies, other partners' representatives PTF, NPCs and other relevant governments' staff, other consultants/ contractors who worked on the project, executing agencies and other partners' representatives Project reports on strategies and management plans, Letters of Agreement, Execution Agreements, Project Implementation Reports, Project Document, MTE, reports on executing agencies activities implemented under this project Evidence collected under EQ2	Effectiveness Efficiency Partnership Co-financing Implementation/ execution Catalytic effect

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
6. To what extent has the project managed to adapt to changes in the national needs and priorities over the implementation period to ensure achievement of project objectives?	Response(s) of project team (Project Managers/Chief Technical Adviser/ Project Task Force) to reported changes via adaptive management and other main stakeholders' perception/ experience: Through a timely adaptive management response, the project addressed changed national priorities and needs (including emergency situations)	Qualitative and mixed-methods: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Focus group discussions Desk review	PTF (including NPCs), other governments representatives, main partners and communities' representatives PTF, NPCs and other relevant governments' staff, other consultants/ contractors who worked on the project, executing agencies and other partners' representatives Local communities in selected project sites Project document, project reports, output revision, MTE, timeline series analysis (sub-question 1 under EQ2), countries studies and relevant documentation, project M&E records Other evidence collected under EQ2	Efficiency Relevance Impact
7. What has been, in the specific regional context and project framework, the additional value of the regional/ programmatic approach versus separate national projects? Has this supported or hindered achievement of project objectives?	From desk review, qualitative analysis of stakeholders' views and perception/ experience (proportion of respondents with positive vs negative responses): The regional programmatic approach fostered the cooperation of targeted countries on shared priorities increasing the likelihood of sustaining project activities after the project closure. The regional programmatic approach meant a cost-efficient use of financial and human available resources.	Qualitative and mixed-methods: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Desk review	PTF (including NPCs), other governments representatives, main partners, GEF liaison officers PTF, NPCs and other relevant governments' staff, executing agencies and other partners' representatives (on the effectiveness of coordination/ communication / shared initiatives at regional level) Project document, project M&E records, and project reports, MTE, Project Implementation Reports, other project reports Evidence collected under EQ2	Efficiency Effectiveness Relevance Implementation/ execution Sustainability

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
8. To what extent have lack of local capacity and natural disasters hindered the achievement of project objectives? What was the project response to these challenges?	From desk review (risk management matrix), qualitative analysis of stakeholders' views and perception/ experience and evidence from EQ2: Lack of local capacity, natural disasters and other risks, together with related quality responses, were identified at project design, adapted to changed conditions during project implementation and timely addressed (within the project possibilities).	Qualitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Focus group discussions Desk review	PTF (including NPCs), other governments representatives, main local partners and communities' representatives PTF, NPCs and other relevant governments' staff, executing agencies and other partners' representatives Local communities in selected project sites Project document, project M&E records, and project reports, MTE, Project Implementation Reports, other project reports Evidence collected under EQ2	Efficiency Relevance Implementation/ execution
9. To what extent has FAO, through the GEFPAS-FPAM, addressed important challenges at regional and national level and with regard to the country programme framework's (CPF's) priority areas?	From desk review (context analysis and CPFs), qualitative analysis of stakeholders' views and perception/ experience and evidence from EQ2: The project addressed regional and national demand/needs and contributed to the achievement of CPFs objectives	Qualitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Desk review	PTF (including NPCs), other governments representatives, main local partners PTF, NPCs and other relevant governments' staff, executing agencies and other partners / local communities' representatives, FAO Subregional Office for the Pacific Islands (SAPA) staff Project document, Project Implementation Reports, MTE, CPFs, country studies and related documentation Evidence collected under EQ2	Relevance Effectiveness

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
10. How have the project results contributed to key FAO and GEF strategic objectives? FAO S0-2: Make agriculture, forestry and fisheries more productive and sustainable; GEF BD SO-1: To catalyse sustainability of protected area systems; GEF BD SO-2: To mainstream biodiversity in production landscapes, seascapes and sectors; GEF LD SO-2: To upscale SLM investments that generate mutual benefits for the global environment and local livelihoods.	Evidence can be identified of the project's contribution to FAO SO2 and GEF objectives. Increase in the area of land under project-catalysed SLM (both FAO S0-2 and GEF LD SO-2) See sub-questions above (GEF BD SO-1) See sub-questions above (GEF BD SO-2)	Qualitative and quantitative assessment: Face-to-face/ phone/skype semi-structured interviews Desk review	SP2 team, PTF Project document, project M&E records, and project reports, MTE, Project Implementation Reports, other project reports plus relevant FAO/GEF documents, tracking tool Evidence collected under EQ2	Relevance Effectiveness
11. Was an M&E plan designed and implemented? Did it include a baseline and SMART indicators? Has it facilitated timely tracking of progress towards stated project objectives?	The M&E plan has been implemented and includes SMART indicators. It allowed efficient tracking of project progresses	Qualitative assessment: Perception/ experience-based Survey Face-to-face/ phone/skype semi-structured interviews Desk review	PTF (including NPCs), partners' representative, GEF finding liaison officers and regional coordinator PTF (including NPCs), partners' representative, GEF finding liaison officers and regional co-ordinator Project Implementation Reports, MTE, M&E records, quality of tracking tools and other indicators for SFM/SLM/H_2O quality Evidence collected under EQ2	Monitoring Efficiency Implementation/ execution
EQ2: What results (intended and unintended) did the project achieve across its six components?		Mix-methods		Effectiveness Impact

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
1. How and to what extent has the project supported the development/ revision and implementation of policy, legal and institutional arrangements in order to enhance the support to biodiversity, conservation and sustainable land management in the different countries? (Component 1)	Number of new policies and legislation enacted attributable to project support. Policies, regulations and laws related to conservation and SLM address the main threats, follow current best legal practices and are adequately enforced. Institutions with a major impact on conservation and SLM are aware of the most important issues and take these into account in their policies.	Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews Focus group discussions Time-series analysis to highlight changes in policies, regulations, behaviours	Project document, Project Implementation Reports, MTEs, policies and regulation documents, other project reports PTF, NPCs, other governments' staff, other partners and local communities' representatives Local communities of selected project sites Interventions, policies and regulations undertaken prior and at the end of the project	Effectiveness Impact Relevance
2. To what extent is the project establishing and/ or strengthening sustainable *in situ* biodiversity and protected areas? (Component 2)	Area under formal/ legal protection at project sites increased from 30 000 ha to 110 000 ha Protected area management plans produced for all project sites "High priority" management activities implemented Status and condition of biodiversity in the project's protected areas is equal to or better than the baseline measured at start of project. Local people are aware of protected area management plans, participate in activities and follow the rules and guidelines contained within them.	Qualitative and quantitative assessment: Face-to-face/ phone/skype semi-structured interviews Focus group discussions Field observation Desk review Dataset analysis through Collect Earth Timeline series analysis to appreciate the official recognition of the increase of protected areas coverage	PTF, NPCs and other governments' staff, partners and local communities' representatives Local communities of selected project sites TB selected Project, document, Project Implementation Reports, MTE, technical reports, laws/regulations on extended/new protected areas Project sites maps provided by national counterparts and Collect Earth additional maps/ datasets Technical reports, laws/regulations on extended/new protected areas, project surveys and baselines	Effectiveness Impact Relevance

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
3. How and to what extent have local stakeholders' capacity development needs - in planning, implementing and monitoring biodiversity conservation and sustainable land and forest management - been identified and addressed at environmental, organizations and individual level? (Component 3)	National maps, databases and websites on biodiversity and protected areas updated and operational Numbers of appropriate tailored awareness raising materials and facilities produced/ disseminated/ installed (compared to planned targets) Numbers of landowners, government staff and other relevant stakeholders trained in community-based conservation, SLM and SFM (disaggregated by gender)	Qualitative assessment: Face-to-face/ phone/skype semi-structured interviews and focus group discussions Protocols for interviews/focus group discussions will be designed after the Key Priority Area survey and explore the three dimensions (enabling environment, organizations and individuals) of the FAO capacity development framework. Desk review	PTF, NPCs, trainers, trainees Project document, Project Implementation Reports, MTE, Trainings protocols	Effectiveness Relevance Impact
4. To what extent did the project support sustainable financing of protected areas? (Component 4)	Finance strategy produced for each country Protected area managers have a clear idea of future funding needs and are actively pursuing funding opportunities. Funding for protected areas is coming from diverse sources. New sources of protected area funding catalysed (target at least one country) New national policy for Payment for Ecosystem Services (PES) produced # local experts trained	Qualitative and quantitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews Focus group discussions Time-series analysis to highlight changes in regulations financial frameworks and income generation Income generation analysis	Project document, Project Implementation Reports, MTEs, policies and regulation documents, other project reports PTF, NPCs, other governments' staff, other partners and local communities' representatives, private sector Local communities of selected project sites Interventions, policies and regulations, and financial plans undertaken prior and at the end of the project Available baselines and datasets	Effectiveness Impact Relevance

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
5. To what extent has the project supported the improvement of the livelihoods of local communities through marketing of biodiversity goods and services and sustainable land management practices? (Component 5)	From interviews, survey, focus groups and baseline analysis on change in income sources/levels: # farmers trained and adopting organic production techniques in the protected areas Markets for organic produce identified and market information distributed to local farmers Assessment of eco-cultural tourism development produced # eco-cultural tourism enterprises established and operating successfully Revenue-sharing mechanism established and operating successfully	Qualitative and quantitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews Focus group discussions Protocols for interviews/focus group discussions will be designed after the SLF field observation Income generation analysis	Project document, Project Implementation Reports, MTEs, existing reports on innovative market strategies and market development for specific non-wood products PTF, NPCs, other partners and local communities' representatives, private sector Local communities of selected project sites TB selected Available baselines and datasets	Effectiveness Impact Relevance
6. To what extent did the project contribute to reducing poor land-use practices and forest and land degradation in the target areas in the recipient countries? (Component 6)	Changes in levels of land degradation in forest margins around the protected areas (protection of water sources, reduction in soil erosion, reduction in degradation/ forest fragmentation, integrated land and watershed management plans prepared) # demo sites developed # of tools/materials provided to implement SLM technologies # land users/extension staff trained in SLM technologies High quality SLM guidelines published and disseminated (Fiji, Samoa and Niue) Soil fertility maintained through SLM techniques. Water quality improved over the duration of the project.	Qualitative and quantitative assessment: Face-to-face/ phone/skype semi-structured interviews Focus group discussions Field observation Desk review Dataset analysis through Collect Earth Data analysis	PTF, NPCs and other governments' staff, partners and local communities' representatives Local communities of selected project sites TB selected Project, document, Project Implementation Reports, MTE, technical reports Project sites maps provided by national counterparts and Collect Earth additional maps/ datasets Project surveys and baselines	Effectiveness Impact

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
7. To what extent have communication and awareness campaigns supported achievement of project results?	Knowledge of biodiversity conservation is high amongst groups targeted for awareness raising activities.	Qualitative analysis: Desk review Face-to-face/ phone/skype semi-structured interviews	Communication material and strategies, awareness campaign strategy material PTF, NPCs and other governments' staff, partners and any stakeholder involved in the project	Effectiveness Relevance Impact
EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?	The project document includes a clear gender strategy that addressed women and youth identified needs and priority. A gender analysis has been carried out during project design and/or at the beginning of project implementation. Gender empowerment concerns are mainstreamed throughout project components.	Qualitative and quantitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews Focus group discussions Protocols for interviews/focus groups will be develop on the basis of the Office of Evaluation (OED) framework to assess gender mainstreaming toward FAO Gender Policy[37] objectives. Data analysis Examples collection	Project document, gender strategy if any (for both FAO and executing agencies), technical reports, trainings protocols/ invitations/ awareness campaign material, MTE PTF, NPCs and other governments' staff, partners, and local communities' representatives Trainees and women in the communities of selected project sites Project/national counterpart's gender-disaggregated data	Gender/HRs Relevance Effectiveness Impact
1. In what ways have project interventions supported women to take leadership roles and actively participate in decision-making at all levels?	# and proportion of women at all levels across project activities (if available) Women's access to the decision-making level has been improved. Women's skills in leaderships have been improved.	See EQ3	See EQ3	Effectiveness

37 The FAO Gender Policy is available at the link: http://www.fao.org/docrep/017/i3205e/i3205e.pdf

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
2. Have project activities had any unintended negative impacts on women as decision-makers?	No negative impact from project implementation has affected women and youth.	See EQ3	See EQ3	Impact
3. Has the project supported any initiatives to improve legal rights to land for women?	Women's access to land rights has been formalized and improved.	See EQ3 Time-series analysis to highlight changes in policies, regulations, behaviours regarding gender equality (EQ1 – sub-question 1)	See EQ3 Interventions, policies and regulations undertaken prior and at the end of the project	Effectiveness Impact
4. Has the project ensured that men and women have equal access to capacity building opportunities?	# and proportion of women participating in project capacity building activities (if available) Women feel empowered by capacity development activities.	See EQ3	See EQ3	Effectiveness Impact
5. How has the project succeeded in equally improving livelihoods of men and women?	From gender-disaggregated data: # and proportion of women reporting in Final Evaluation survey	See EQ3	See EQ3	Effectiveness Impact
6. To what extent have project beneficiaries (both men and women) accepted, adopted and upscaled the innovation brought by the project?		See EQ3	See EQ3	Effectiveness Impact Sustainability
7. To what extent has the project addressed the inequality in access to goods, services and markets?	The project supported women's equal access to goods, services and markets	See EQ3	See EQ	Effectiveness Impact
8. What extent has the project contributed to women's economic empowerment?	Proportional increase in the income of women and men	See EQ3 Data analysis	See EQ3 Income data-disaggregated by gender, if any	Effectiveness Impact
9. Did the project have any unintended impacts on women's work burden and/or division of labour?	No negative impact occurred related to work burden or division of labour between women/ men	See EQ3	See EQ3	Impact

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders participation in the decision-making process related to project activities?		Qualitative and assessment: Desk review Face-to-face/ phone/skype semi-structured interviews Focus group discussions Protocols for interviews/focus groups will be develop on the basis of the FAO Policy on Indigenous People and FAO free, prior and informed consent manual Examples collection	Project document, strategy adopted in reaching consensus if any, technical reports, trainings protocols/ invitations/ awareness campaign material, MTE PTF, NPCs and other governments' staff, partners and local communities' representatives Local communities of selected project sites Evidence collected under EQ2	HRs Relevance Effectiveness Impact
1. To what extent were processes launched by the project, and aimed at enhancing policies and regulation on land use and tenure issues, inclusive participatory and consensus building oriented?[38]	The project implemented a bottom-up approach to national policies and regulation formulation/ modification (this were first discussed and accepted by local communities). Consent was reached through free, prior and informed consent main steps. The process has been effectively documented	See EQ4	See EQ4	Effectiveness Impact Relevance Sustainability Ownership
2. To what extent have local communities been properly informed, consulted and involved in the project's decision-making process prior project implementation?	# of consultations held Local communities empowered in the decision making process Right of local communities to say no to project activities has been safeguarded.	See EQ4	See EQ4	Effectiveness Impact Sustainability Ownership

38 Was a consensus on national policies and regulation on land use reached?

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
3. Is information and awareness raising accessible to all, via use of local languages and minimizing written materials where literacy is limited?	# and proportion of project info and awareness raising materials produced in local languages/ pictorial etc. Local communities felt sufficiently informed to express their consent to project activities.	See EQ4	See EQ4	Effectiveness Impact Efficiency
4. Has FAO created a platform for young community members and for both women and men to voice their concerns?	The project established a safe space for women, youth and most vulnerable members of local communities to express their voice and ensure their participation.	See EQ4 Focus discussions will include women and youth or have a dedicated section	See EQ4	Effectiveness Impact
EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?		Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews (embedded in the above-mentioned focus group discussions)	Project exit strategy and national counterparts plans/financial strategies for future implementation, country studies and project risk management matrix PTF, NPCs and other governments' staff, partners and local communities' representatives, other local and international donors Evidence collected under EQs from 2 to 4	Sustainability
1. To what extent are processes and results owned by national stakeholders? Have knowledge and practices introduced by the GEFPAS-FPAM been adopted by stakeholders and disseminated in the region?	National stakeholders are leading/co-leading project activities and feel they own/co-own project results. National stakeholders have widely disseminated knowledge acquired through the project	Qualitative assessment: Face-to-face/ phone/skype semi-structured interviews (focus group discussions – see above)	PTF, NPCs and other governments' staff, partners and local communities' representatives Evidence collected under EQs from 2 to 4	Impact Relevance Country ownership
2. Are there any changes in the enabling environment, individuals and organizations' capacities that are likely to foster project activities replication and upscaling after the project completion?	There is evidence of sustainability of project activities in terms of activities upscaling/replication after project completion.	Qualitative assessment: Face-to-face/ phone/skype semi-structured interviews (focus group discussions – see above)	PTF, NPCs and other governments' staff, partners and local communities' representatives Evidence collected under EQs from 2 to 4	Effectiveness Impact

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
3. Have national and local institutions been prepared to carry-out project catalysed activities after the project?[39]	National and local stakeholders acquired needed knowledge to manage and implement similar activities after project completion	Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews	Project exit strategy and national counterparts plans for future implementation PTF, NPCs and other governments' staff, partners and local communities' representatives Evidence collected under EQs from 2 to 4	Effectiveness Impact Relevance Country ownership
4. What financial arrangements have been made to continue the activities after the project?	National and local stakeholders developed financial plans to replicate/ upscale project activities.	Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews	Economic national strategy for future implementation PTF, NPCs and other governments' staff, partners and local communities' representatives Evidence collected under EQs from 2 to 4	Effectiveness Impact Relevance Country Ownership
5. Did the project have any catalytic effect(s) in the area?	Other donors decided to support similar activities thanks to the project activities to raise awareness on the topics addressed at local/regional/ international level	Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews	Other similar regional country initiatives from the governments, other donors/partners PTF, NPCs and other governments' staff, partners and local communities' representatives, other local and international donors Evidence collected under EQs from 2 to 4	Effectiveness Impact Relevance
6. Are there any socio-politic or environmental risks that may jeopardize sustainability of project outcomes?	The project adequately foresaw socio-politic or environmental risks and related mitigation strategy. Risk management matrix has been regularly updated to respond to context changes. Mitigation actions have been successfully implemented (within the project possibilities to affect the context).	Qualitative assessment: Desk review Face-to-face/ phone/skype semi-structured interviews (focus group discussions – see above)	Country studies and project risk management matrix PTF, NPCs and other governments' staff, partners and local communities' representatives Evidence collected under EQs from 2 to 4	Effectiveness Impact Relevance

39 Are transition arrangements to post-completion operation and maintenance arrangements, and the means of sustaining project reforms and institutional capacities, in place

Questions / Sub-questions	Indicator/end of project target[36]	Methods/tools	Sources	GEF Evaluation criteria addressed
EQ6: What are the key lessons that can be learned from the project's implementation?		Qualitative assessment by ET Examples	Evidence collected under EQs from 1 to 5	Impact Relevance
7. Considering the above assessment, what lessons-learnt can inform future similar FAO and/or GEF projects?	n/a	See EQ6	See EQ6	Impact Relevance
8. If any, what priority needs should this project still address in Fiji?	n/a	See EQ6	See EQ6	Impact Relevance

Appendix 5. Profiles of the evaluation team members

Anne Woodfine (Dr) – Team Leader

2 Dr Anne Woodfine is an independent tropical natural resources management and sustainable land management expert with over 30 years of post-doctoral experience working with rural people and their environments. She has extensive practical experience planning, developing, supporting the implementation and evaluating a wide range of sustainable agriculture/natural resource management and livelihoods projects (***inter alia*** for FAO, IFAD, UNDP, UNEP, World Bank, UNIDO and the European Union) to restore functioning agro-ecosystems, including conservation agriculture, silvopastoralism, agroforestry, assisted natural regeneration and protecting and valuing wild and agro-biodiversity. She is skilled in using participatory/people-centred/farmer field school/ landscape approaches and ensuring equitable access for women. Anne has worked in almost 30 developing countries, mostly in Africa but also in Asia and Central America.

3 Her previous posts include Principal Environmental Scientist at the Natural Resources Institute, the then scientific arm of the United Kingdom's Department for International Development and Lecturer in Physical geography at the University of Lancaster.

4 Anne is on the Advisory Board of the Climate Smart Agriculture Youth Network and is an active member of the Tropical Agriculture Association.

***William Jackson (Dr) – Team** Member*

5 Dr William (Bill) Jackson is an independent environmental consultant with extensive experience in forest conservation, protected area management and community development. He runs his own company Intellagama Pty Ltd, he is an adjunct Professor at the University of the Sunshine Coast and is a Director of Healthy People Healthy Parks Global and the Chair of the Thin Green Line Foundation.

6 He held the positions of Chief Executive of Parks Victoria and Director of National Parks for the Australian State of Victoria from late 2010 until June 2015. During his time with Parks Victoria he championed the Healthy Parks Healthy people movement.

7 Prior to his appointment to Parks Victoria, Dr Jackson was Deputy Director General of the International Union for Conservation of Nature (IUCN). He previously held various positions in the IUCN including Director of the Global Programme and Head of Forest Conservation.

8 His PhD focused on community management of upland and cloud forests in Nepal. Dr Jackson has co-authored numerous articles and books on community forestry, landscape management, conservation and monitoring and evaluation.

Appendix 6. Documents produced during the project[40]

	Title	Type of document	Author	Place	Date of issue	No of pages
	Fiji Islands					
1.	Sovi Basin Protected Area Ecotourism Workshop Report, Colo I Suva FTC	Workshop report	FAO National Consultant, Viliame Koyamaibole,	Suva, Fiji	February 2014	13
2.	Biological and Socio-economic Baseline Report for the Establishment of the Greater Delaikoro Protected Area, Vanua Levu, Fiji Islands	Technical report published	Institute of Applied Science of University of the South Pacific (USP)	Suva, Fiji	June 2014	214
3.	Upgrading and Strengthening of Technical Expertise in Conservation and Protected Area Management; 2014 review of Training in Fiji's Forest Sector and the Curriculum of the Forestry Training Centre	Technical report	Viliame Rabici, National FAO consultant	Suva, Fiji	July 2014	42
4.	Inception Report for GEF PAS, Sub Component 6.1 Sustainable Land Management in Forest Margins, Fiji	Inception Report	Secretariat of the Pacific Community, SPC	Suva, Fiji	July 2014	31
5.	Sovi Basin Protected Area Management Plan 2013	Technical document	National Trust of Fiji	Suva, Fiji	June 2014	86
6.	Environmental Compliance and Enforcement Training Courses for the Conservation of Biodiversity, Ecosystem Services and Protected Areas in the Pacific Island Countries	Training Evaluation Report	Roger Ilitch, Australian Centre for Environmental Compliance	Australia	October 2014	55
7.	Thurston Botanical Garden Master Plan	Presentation	National Trust Fiji	Suva, Fiji	October 2014	36
8.	Final consultation Report for Thurston Gardens	Progress Report	National Trust Fiji	Suva, Fiji	December 2014	14
9.	Progress Report for Thurston Garden Masterplan Development	Progress Report	National Trust Fiji	Suva, Fiji	January 2015	19
10.	Strategic Communications Assessment to advance Biodiversity Conservation, Forest and Protected Area Management	(Final) technical report	Seaweb Pacifici	Suva, Fiji	May 2015	15
11.	Strategic Communications Initiative Workplan and Budget	(Final) technical report	Seaweb Pacifici	Suva, Fiji	May 2015	7
12.	Tomaniivi Phase 1; Securing the consent of at least 75% of landowning community of Greater Tomaniivi/Wabu for the extension of the existing nature Reserve	Technical Implementation Final Report	Conservation International, Fiji	Suva, Fiji	June 2015	22
13.	Fiji School of Forestry Forest Harvest Operation Training	Program Document	Forestry Training Centre Department of Forestry Ministry Of Fisheries And Forest	Suva, Fiji	June 2015	39

40 List prepared by Mr Rudolph Hahn (project Chief Technical Adviser).

14.	Fiji School of Forestry Timber Utilization Training Program Program Document	Program Document	Forestry Training Centre Department of Forestry Ministry Of Fisheries And Forest	Suva, Fiji	June 2015	26
15.	Sustainable Land Management in Forest Margins, Fiji; Progress Report for FAO GEF PAS 4 Sub Component 6.1 Project Site: Greater Delaikoro Area	Progress Report	Secretariat of the Pacific Community, SPC	Suva, Fiji	June 2015	37
16.	Sustainable Land Management in Forest Margins, Fiji; Progress Report for FAO GEF PAS 4 Sub Component 6.1 Project Site: Taveuni Forest Reserve	Progress Report	Secretariat of the Pacific Community, SPC	Suva, Fiji	July 2015	32
17.	Peer Review of Curriculum Development for "Biodiversity Conservation and Protected Area Management Training" within Fiji's Forest Training Centre (Ministry of Fisheries and Forests)	Technical report	FAO International Consultant Dr L. Scherl	Suva, Fiji	September 2015	13
18.	Sovi Basin Protected Area Ecotourism assessment report 2015	Technical Report	FAO National Consultant, Viliame Koyamaibole,	Suva, Fiji	September 2015	65
19.	Nabalasere Waterfall Trail Construction and Maintenance Workshop Report	Technical report	Mark Symons, Department of Conservation New Zealand	New Zealand	September 2015	27
20.	Environmental Compliance and Enforcement Training Course for Forestry and Environment Protection	Training Evaluation Report	Roger Ilitch, Australian Centre for Environmental Compliance	Australia	November 2015	28
21.	Protected Areas Legal Review in Fiji	Technical document	National Trust of Fiji and Fiji Environment Law Association (FELA)	Suva, Fiji	January 2016	222
22.	Report for Thurston Gardens Grant to NTF (JANUARY 2016 – FEBRUARY 2017)	Progress Report	National Trust of Fiji	Suva, Fiji	January 2016	3
23.	Tomaniivi Phase 2; Formalize lease and registration, develop Management Plan and establish institutional arrangement to co-manage Greater Tomaniivi Protected Area, supporting community based income generating ventures.	Inception Report	Conservation International, Fiji	Suva, Fiji	February 2016	37
24.	TOMANIIVI TRAIL CLEARING	Mission Report	Department of Forest, Fiji, Parks & Reserves Service	Suva, Fiji	March 2016	7
25.	WAKATU Fiji, Grow the Fiji we deserve, Sustainable Land and Forest Management (English)	Flipchart	cChange, Fiji	Suva, Fiji	June 2016	22

26.	Literature Review and Gap Analysis for the Conservation and Management of Taveuni Reserves, Fiji Islands	Analytical Report	Senilolia Tuiwawa	Suva, Fiji	July 2016	73
27.	2015 Reassessment of the Biodiversity and Archeology of the Sovi Basin Protected Area in Fiji	Technical Report	Institute of Applied Science of University of the South Pacific (USP)	Suva, Fiji	September 2016	140
28.	Sustainable Land Management in Forest Margins, Fiji; Progress Report for FAO GEF PAS 4 Sub Component 6.1 Period: Nov 2015 until October 2016	Progress Report	Secretariat of the Pacific Community, SPC	Suva, Fiji	October 2016	8
29.	Department of Environment Fiji, Hardware specification for establishment of GIS unit	Technical Report	SPC – GeoScience Division	Suva, Fiji	October 2016	9
30.	Environmental Compliance and Enforcement Training Course for Forestry Protection 2016	Training Evaluation Report	Roger Ilitch, Australian Centre for Environmental Compliance	Australia	October 2016	21
31.	Biodiversity Conservation and protected Area Management Study tour; 30th October to 10th November 2016, Queensland, Australia	Technical Report	Manasa Luvunakoro Forest Training Centre, Suva, Fiji	Suva, Fiji	November 2016	39
32.	Inception Report of Terrestrial Protected Area Law Review and Reform (FPAM Fiji)	Inception report	IUCN	Suva, Fiji	January 2017	35
33.	Biodiversity Conservation and Protected Area Management, Training Program for Communities, Practitioners, Developers	Technical Report	FAO National Consultant, Viliame Rabici	Suva, Fiji	February 2017	75
34.	Progress Report of WKATU Fiji Campaign to the FAO	Progress report	SeaWeb Pacific	Suva, Fiji	March 2017	9
35.	Dalaikoro Phase 2; Securing the consent of at least 75% of landowning community to establish the Greater Delaikoro Protected Area	Progress report	Conservation International, Fiji	Suva, Fiji	April 2017	70
36.	Tomaniivi Phase 2; Formalize lease and registration, develop Management Plan and establish institutional arrangement to co-manage Greater Tomaniivi Protected Area, supporting community based income generating ventures.	Progress report	Conservation International, Fiji	Suva, Fiji	April 2017	60
37.	Final Report and Appendix for WAKATU Fiji Campaign to the FAO	Final Report	SeaWeb Pacific	Suva, Fiji	May 2017	23
38.	Integrated Participatory Landuse Plan, Greater Tomaniivi, Tikina Nababuco, Nailuva & Nasau	Technical Report	Conservation International, Fiji	Suva, Fiji	May 2017	76

39.	Teaching Framework, Lessons Plan & Additional Supporting Material: Fiji's Forest Biodiversity. An education resource to support the primary school curriculum for elementary science (years 3-6; ages 8-11)	Resource Kit technical document	Landcare Research NZ, Judy Grindell	Lincoln, New Zealand	May 2017	164
40.	Compilation of materials for the one-Week Tailored-Made Program on Biodiversity Conservation and Protected Areas Management for Conservation International, Fiji	Technical Report	FAO IC Dr L. Scherl	Suva, Fiji	May 2017	37
41.	Completion Report Expansion and Upgrade of Korotari Nursery	Technical Report	Forest Department Northern Division	Labasa, Fiji	May 2017	6
42.	Sustainable Land Management in Forest Margins, Fiji; Progress Report for FAO GEF PAS 4 Sub Component 6.1 Final and Summary Report	Progress Report	Secretariat of the Pacific Community, SPC	Suva, Fiji	May 2017	37
43.	Summary Report of the Terrestrial Protected Area Law Review and Reform Project – Contract No. SC1604	Technical document	IUCN Maria Goreti Muavesi James Muldoon	Suva, Fiji	June 2017	31
44.	Report of the Terrestrial Protected Area Law Review and Reform Project – Contract No. SC1604 (Part of the Forestry and Protected Area Management Project – GEF PAS4)	Technical document	IUCN Maria Goreti Muavesi James Muldoon	Suva, Fiji	June 2017	198
45.	Sustainable Livelihood Strategies for Conservation of Biodiversity in Fiji, including potential crops and value adding opportunities in three FPAM project sites	Technical document	Dr Kevin Glencross, Dr Wayne Hancock, Dr Cherise Addinsall, Mr Tevita Kete, Mr Vinesh Prasad Southern Cross University, Australia	Apia, Samoa	June 2017	64
	Samoa					
1.	Environment Day Taga 31 October 2012	Technical Report	Sami Lemalu NPC FAO FPAM project	Apia, Samoa	October 2012	23
2.	Environment Day Stakeholder Satisfaction Survey	Technical Report	Philip J. Tuivavalagi National Technical Adviser FAO FPAM project	Apia, Samoa	October 2012	9
3.	Agricultural Baseline Survey Taga and Gatavai villages Savaii, Samoa	Research Report	Philip J. Tuivavalagi National Technical Adviser FAO FPAM project	Apia, Samoa	July 2013	45

4.	FAO and WIBDI Project for Improving & Strengthening Organic Farming in Designated Areas of Samoa Comprehensive report on the results and on the current status of organic products market	Technical report	WIBDI	Apia, samoa	August 2013	8
5.	MoU between MNRE and village Avao	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
6.	MoU between MNRE and village Fagamalo	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
7.	MoU between MNRE and village Gatavai	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
8.	MoU between MNRE and village Taga	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
9.	MoU between MNRE and village Lelepa	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
10.	MoU between MNRE and village Satoalepai	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
11.	MoU between MNRE and village Vaipouli	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
12.	MoU between MNRE and village Salaia	Legal document	MNRE Samoa	Apia, Samoa	January 2014	4
13.	Development Of Forestry Management Regulations Forestry Management Division Ministry of Natural Resources & Environment Comprehensive Report	Legal progress report	Sarona Ponifasio Consultant Legislative Drafter	Apia, Samoa	April 2014	17
14.	Progress Organic Farming; Progress Report August November 2014	Progress Report	WIBDI	Apia, Samoa	November 2014	6
15.	Manumea Ecological Survey in Taga and Gatavaii Forest Areas, Savaii Island 24 Nov – 5 Dec 2014	Technical Report	FAO NC: Faleafaga Toni Tipama	Apia, Samoa	December 2014	53
16.	Progress Organic Farming May 2015	Progress Report	WIBDI	Apia, Samoa	May 2015	3
17.	Eco-cultural Tourism for Matautu Community Conservation Area on Savaii Island, Samoa	Technical Report	FAO IC: Marta Perez Arredondo	Apia, Samoa	June 2015	79
18.	Baseline Biodiversity Survey Report for FPAM Project Sites	Technical Report	FAO IC, James Atherton	Apia, Samoa	August 2015	74
19.	Draft FORESTRY MANAGEMENT REGULATIONS 2015		Sarona Ponifasio Consultant Legislative Drafter	Apia, Samoa	September 2015	25
20.	The State of Sustainable Land Management in Samoa	Technical Report	MNRE Samoa	Apia Samoa	September 2015	40
21.	Environment Management and Conservation Bill (EMC Bill) Community Consultations 4th- 22nd April, 2016	Summary Report	Division of Environment and Conservation, Samoa	Apia, Samoa	April 2016	10
22.	LoA SERVICE PROVIDER SFA INCEPTION REPORT LoA- Output 1: Demonstration Plot and Nurseries Establishment.	Inception Report	Samoa Farmers Association	Apia Samoa	May 2016	5
23.	Progress Organic Farming, June 2016	Progress Report	WIBDI	Apia, Samoa	June 2016	6

24.	Samoa GeoPark Project Phase I	Technical Summary Report	Dr Aleni Fepuleai SPC GeoScience Division	Suva, Fiji	September 2016	35
25.	Women in Business and Organic Farming on FPAM project sites on Savaii Island	Final Implementation Report	WIBDI	Apia, Samoa	September 2016	8
26.	Progress Report SFA Demonstration Plots & Nurseries	Progress Report	Samoa Farmers Association	Apia Samoa	September 2016	8
27.	Management Plan Consultation Report for Taga/ Gatavaii and Matautu FPAM project sites	Mission Report	FAO IC: James Atherton	Apia, Samoa	November 2016	15
28.	Management Plan for the Gataivai Community Conservation Area (CCA) 2017-2021 English	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	29
29.	Management Plan for the Gataivai Community Conservation Area (CCA) 2017-2021 Samoan Ta'iala o Fuafuaga mo le Nofoaga Faasao o le Afioaga o Gataivai, 2017 – 2021	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	28
30.	Management Plan for the Matautu Community Conservation Area (CCA) 2017-2021 English	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	26
31.	Management Plan for the Matautu Community Conservation Area (CCA) 2017-2021 Samoan Ta'iala o Fuafuaga mo le Nofoaga Faasao o le Afioaga o Matautu, 2017 – 2021	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	26
32.	Management Plan for the Taga Community Conservation Area (CCA) 2017-2021 English	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	27
33.	Management Plan for the Taga Community Conservation Area (CCA) 2017-2021 Samoan Ta'iala o Fuafuaga mo le Nofoaga Faasao o le Afioaga o Taga, 2017 – 2021	Technical Report	FAO IC: James Atherton	Apia Samoa	December 2016	30
34.	Improving Market Links for Fruit and Vegetable Produce in Savaii	Technical Report	FAO IC: Simon Cole	Apia, Samoa	December 2016	40
35.	PRODUCTION & MARKETING OF FRESH PRODUCE In Savaii	Technical Report	Philip J. Tuivavalagi National Technical Adviser FAO FPAM project	Apia, Samoa	December 2016	10

36.	Final Implementation Report SFA in Savaii Annexes: Revised Timeline List of participants Maps Photo documentation Report Production and Marketing Training material Installation of last 2 tunnel houses	Final Report	SFA	Apia, Samoa	January 2017	15
37.	Signed MoU between MNRE and Taga village	Legal document	MNRE Samoa	Apia Samoa	March 2017	3
38.	Signed MoU between MNRE and Gatavaii village	Legal document	MNRE Samoa	Apia Samoa	March 2017	4
39.	Signed MoU between MNRE and Matautu villages	Legal document	MNRE Samoa	Apia Samoa	March 2017	5
40.	A review of Fees Bonds and Levies in the Samoan Forest Industry. Based on the Forest Act 2011 and attendant Regulations 2015	Technical Report	FAO IC Simon Cole	Apia, Samoa	April 2017	32
41.	A review of Fees Bonds and Levies in the Samoan Forest Industry. Based on the Forest Act 2011 and attendant Regulations 2015	Presentation	FAO IC Simon Cole	Apia, Samoa	April 2017	22
42.	Proposed Workplan for FPAM Community Conservation Areas (CCAs) on Savaii	Technical document	Samoa Conservation Society	Apia, Samoa	April 2017	8
43.	Progress Report for FPAM Community Conservation Areas May 2017	Technical document	Samoa Conservation Society	Apia, Samoa	May 2017	19
44.	Operational Plan Matautu Watershed Restoration Project 2017-2021	Technical document	Samoa Conservation Society	Apia, Samoa	May 2017	8
	Vanuatu					
1.	Project inception Workshop Report	Workshop Report	Presley Dovo FPAM	Port Vila, Vanuatu	October 2012	23
2.	Website training report Forest Department Vanuatu	Technical report	Presley Dovo FPAM	Port Vila, Vanuatu	January 2014	7
3.	Vanuatu Forest Policy brochure	brochure	FPAM and Department of Forest	Port Vila, Vanuatu	March 2014	2
4.	Bay Homo Landowners Boundary Consultation Report 2014, South Pentecost	Technical Report	Presley Dovo FPAM	Port Vila, Vanuatu	April 2014	15
5.	Kauri Reserve Erromango Landowner Consultations & kauri Reserve Documentary	Technical Report	Presley Dovo FPAM	Port Vila, Vanuatu	August 2014	16
6.	Bay Homo Protected Area Boundary and Terrestrial Survey Report 2014, South Pentecost	Technical Report	Department of Forest	Port Vila, Vanuatu	December 2014	22
7.	Eco-cultural tourism at Bay Homo, South Pentecost, Vanuatu Strategy for the development of eco-cultural tourism in South Pentecost, Vanuatu	Technical Report	FAO IC Cherise Addinsall	Port Vila, Vanuatu	December 2014	76

8.	Kauri Reserve Protected Area Boundary Mapping and PAM Damage Assessment Report 2015	Technical Report	Department of Forest	Port Vila, Vanuatu	December 2015	29
9.	Report for preliminary Geothermal Survey and GeoPark Survey on Gaua and Vanua Lava	Technical Report	Michel Leodoro Simon Bloomberg Geology and Mines Unit Ministry of Lands and Natural Resources	Port Vila, Vanuatu	December 2015	21
10.	Vanuatu National Environment Policy and Implementation Plan 2016-2030	Legal document	SPREP and DoEC	Port Vila, Vanuatu	2016	56
11.	Forest and Protected Area Management project Landowners Meeting – Gaua Island Report about Forest Management options and potential forestry activities for the Namasari villages and nearby villages of Gaua Island	Technical Report	Presley Dovo FPAM	Port Vila, Vanuatu	February 2016	4
12.	Torba Province Lake Letas Guiding Policy	Policy Paper	Torba Province	Port Vila, Vanuatu	February 2016	8
13.	Ministry of Agriculture, Quarantine, Forestry and Fisheries (MAQ FF) Food and Agriculture Organisation of the United Nations Revision of the Forestry Act (Cap. 276)	Report	FAO NC: Hamlison Bulu	Port Vila, Vanuatu	March 2016	20
14.	Forestry and Protected Area Management, Homo Bay, South Pentecost Conservation Area	Compiled Baseline Reports	FAO IC and NC consultants Robert Kooyman Philemon Ala Mark Dunphy Donna Kalfatak Cherise Addinsal	Port Vila, Vanuatu	March 2016	218
15.	Lake Letas Protected Area Boundary Mapping Report Gaua, Torba Province	Technical Report	James Samuel Department Forest	Port Vila, Vanuatu	May 2016	24
16.	Zero Draft Management Plan for the Erromango Kauri Reserve, Vanuatu 2016-2021	Technical Report	FAO IC James Atherton	Port Vila, Vanuatu	July 2016	40
17.	Zero Draft Management Plan for the Lake Letas Community Conservation Area Gaua island, Vanuatu 2016-2021	Technical Report	FAO IC James Atherton	Port Vila, Vanuatu	July 2016	52
18.	Management Planning for FPAM project sites in Vanuatu. Project briefing and training	Presentation	FAO IC James Atherton	Port Vila, Vanuatu	July 2016	24
19.	Observations of GIS/GPS capacity at Department of Forestry, Vanuatu	Report	FAO IC James Atherton	Port Vila, Vanuatu	July 2016	19

20.	Zero Draft Management Plan for the Bay Homo Community Conservation Area South Pentecost, Vanuatu 2016-2021	Technical Report	FAO IC James Atherton	Port Vila, Vanuatu	September 2016	44
21.	Forestry Amendment Act. Final National Valid. tion Workshop 14th October 2016 Holiday Inn, Port Vila	Report	FAO NC: Hamlison Bulu	Port Vila, Vanuatu	October 2016	6
22.	REPUBLIC OF VANUATU BILL FOR THE FORESTRY (AMENDMENT) ACT No. OF 2016	Legal document	FAO NC: Hamlison Bulu	Port Vila, Vanuatu	October 2016	12
23.	Forestry and Protected Area Management Lake Letas Watershed Conservation Area	Technical Report	FAO NC; Sam Chanel Donna Kalfatak Heimuli Likiafu Olivet Dorony	Port Vila, Vanuatu	February 2017	101
24.	Boundary Survey for Kauri Reserve, Erromango	Technical Report	Forest Officer of Fiji Forest Department Romuluse Saqatanailevu	Suva, Fiji	March 2017	2
25.	Forestry and Protected Area Management, Kauri Reserve of Erromango Island	Compilation of Baseline Reports	Sam Chanel Ramon Laurence Gildas Gateble Philippe Birnbaum Donna Kalfatak Molu Hango Bulu Daniel Ringiau	Port Vila, Vanuatu	March 2017	83
26.	International Day of Forest in Vanuatu 2017	Report	Presley Dovo FPAM	Port Vila, Vanuatu	March 2017	14
27.	Manejmen Plan Blog Kauri Reserve Community Konservesen Eria 2017 (Management Plan Kauri Reserve Community Conservation Area 2017 in Bislama)	Mgt Plan	Presley Dovo FPAM	Port Vila, Vanuatu	June 2017	20
	Niue					
1.	Niue Survey Tapu areas	Map	DJLS Government of Niue	Alofi, Niue	November 2013/2014	3
2.	Review of the capacity for Biodiversity Assessment Threats identification and Monitoring	Technical Report	GST & TT Talagi Maihiland Ventures and Consultancy Services	Alofi, Niue	April 2014	20
3.	Hakupu Tapu Area	Map	DJLS Government of Niue	Alofi, Niue	November 2014	1
4.	Tualagi Tapu Area	Map	DJLS Government of Niue	Alofi, Niue	November 2014	1
5.	Niue Forest Protected Area Communication Strategy	Technical Report	Department of Environment Government of Niue	Alofi, Niue	2014	21

6.	International Day of Forest celebration 2015	Report	Logo Seumani	Alofi, Niue	2015	3
7.	Niue Forest Conservation and Protected Area Management Project GIS Hardware Specification	Technical Report	Landcare Research New Zealand	Lincoln, New Zealand	July 2015	9
8.	Niue Report: Activities that assist local communities to generate income from eco-cultural tourism services and from locally produced NWFPs supporting the sustainable use of biodiversity and protected area management in Niue	Technical Report	Janet MacKay Tourism Resource Consultants New Zealand	Alofi, Niue	July 2015	18
9.	Train the trainers – Ecotourism: Definition, Planning and Development, Management and Marketing, Prepared for Niue Chamber of Commerce	Technical Report	Dr I-ling Kuo	Suva, Fiji	August 2015	18
10.	Ecotourism Market Research: Visitor satisfaction, Preferences and Willingness to Pay	Market study	Dr I-ling Kuo	Alofi, Niue	October 2015	46
11.	Presentations from the Niue soil resources interpretative manual and associated training workshop	Presentation	David M. Leslie Landcare Research New Zealand	Lincoln, New Zealand	October 2015	24
12.	A reference manual for understanding and managing the soil resources of Niue	Technical Report, Manual	David M. Leslie Landcare Research New Zealand	Lincoln, New Zealand	November 2015	83
13.	Teaching Framework & lessons Plans: Biodiversity in Niue An education resource kit for primary school (years 5-6; ages 9-10)	Technical framework	Judy Grindell Landcare Research NZ	Lincoln, New Zealand	May 2016	244
14.	Niue Forest Conservation and Protected Area Management. 1. Huvalu Forest Conservation Area Biodiversity Assessment	Technical report	Larry Burrows Susan Wiser Landcare Research NZ	Lincoln, New Zealand	June 2016	43
15.	Niue Forest Conservation and Protected Area Management. 2 Zero Draft Conservation Management Plan for the Huvalu Forest Conservation Area.	Technical report	Larry Burrows Susan Wiser Landcare Research NZ	Lincoln, New Zealand	June 2016	70
16.	Niue Forest Conservation and Protected Area Management. 3 New Protected Areas	Technical report	Larry Burrows Susan Wiser Landcare Research NZ	Lincoln, New Zealand	June 2016	17
17.	Niue Forest Conservation and Protected Area Management. Protected Areas Survey Design	Technical report	Larry Burrows Landcare Research NZ	Lincoln, New Zealand	June 2016	27
18.	Niue QGIS 2016 Basic Training, Beginner Guide	Technical Manual	Landcare Research NZ	Lincoln, New Zealand	2016	53
19.	Niue Forest Conservation and Protected Area Management Project Niue Mission report 12 – 20 Nov 2016	Technical Report	Anne Sutherland Landcare Research New Zealand	Lincoln, New Zealand	November 2016	12
20.	Niue Forest Conservation and Protected Area Management Project Niue Mission report 30 Sept. - 07 Oct. 2016	Technical Report	John Widdowson Landcare Research New Zealand	Lincoln, New Zealand	November 2016	24

21.	Niue Forest Conservation and Protected Area Management Project Financial Instruments and Resource Mobilization for conservation	Technical Report	Florian Eppink Landcare Research New Zealand	Lincoln, New Zealand	January 2017	44
22.	Niue Land Cover Database version 3	Technical Report	Peter Newsome Landcare Research NZ	Lincoln, New Zealand	February 2017	32
23.	Final Project Report	Implementation Report	Felicity Bollen Chamber of Commerce, Niue	Alofi, Niue	February 2016	18
24.	Fertility of Niue Soils in Relation to Crop Growth	Technical Report	John P Widdowson Landcare Research New Zealand	Lincoln, New Zealand	2017	48
25.	Huvalu Forest Project	Progress Report and designs	RUN +	Auckland, New Zealand	March 2017	22
26.	Niue Forest Conservation and Protected Area Management Project Niue Mission report 04 – 11 March 2017	Technical Report	Peter Newsome Landcare Research New Zealand	Lincoln, New Zealand	March 2017	13
27.	Huvalu Forest Project, Progress Report 2	Progress Report	RUN +	Auckland, New Zealand	May 2017	8
28.	Huvalu Forest Project, Final Report	Implementation report	RUN +		June 2017	14
29.	The Soils of Niue A Manual for the Department of Education	Reprint	ACS Wright	New Zealand	Original 1965 Reprint 2017	32
30.	Niue Forest land Restoration – design, methodologies, practice, recommendations	Technical Report	Russel Cooker Daniel Tobin Landcare Research New Zealand	Lincoln, New Zealand	2017	44

Appendix 7. Project websites and weblinks

9 There remains no project website – material was collated and it was designed, to be uploaded by FAO Regional office in Bangkok – then the policy changed and it was to be done by FAO headquarters Rome with support from SAP in Samoa. This has not yet been completed, but should be completed even after project closure.

Fiji

Protecting Fiji's Forests and Environment through Regulatory and Enforcement Training (30/11/15) - http://www.fao.org/asiapacific/news/detail-events/en/c/347735/

Sovi Basin – Conservation International site (no actual mention of FPAM project) - http://www.conservation.org/projects/Pages/sustainable-development-for-fiji-people-sovi-basin.aspx

Partnering to reverse the decline of Fiji land and forests (no actual mention of FPAM project) (15/06/16) - http://www.fao.org/asiapacific/news/detail-events/en/c/418674/

SLM approach in the margins of Forest Reserves protecting Taveuni Island's Cloud Forests (March 1 2016) **-** https://www.youtube.com/watch?v=6RQyZO14wVo

Wakatu a ground-breaking campaign to better support community efforts to sustainably manage their land and forests. The campaign was developed with support from FAO and cChange, a local communications NGO - https://www.facebook.com/WakatuFiji/

Wakatu Fiji! A call to action to reverse the decline in Fiji's lands and forests - https://www.youtube.com/watch?v=bWK2-_Tcbkg

Wakatu is coming to you - https://www.youtube.com/watch?v=DmRovohOGYA

Funds For Fiji: A Sustainability Analysis - https://www.youtube.com/watch?v=9asWtj1u2BQ

Meli the medicine man - https://www.youtube.com/watch?v=xJvKj5EVjcg

Wakatu champions on FBC - https://www.youtube.com/watch?v=RrPueYir6zE

Interviews about Wakatu:

https://www.youtube.com/watch?v=pIcBjxRPxZw

https://www.youtube.com/watch?v=PiqqHb7Kuo8

https://www.youtube.com/watch?v=JRF4C_wNaSE

https://www.youtube.com/watch?v=ij3mCftldHI

https://www.youtube.com/watch?v=i9SZeADxuQA

https://www.youtube.com/watch?v=-kPaAw2KV5A

https://www.youtube.com/watch?v=ckc_xorF0Es

https://www.youtube.com/watch?v=AIc5zVb7kjs

New FAO training program launched in Fiji (17 April 2017) **-** https://pasifik.news/new-fao-training-program-launched-fiji/

Biological and Socio-Economical Baseline Report for the Establishment of the Greater Delaikoro Protected Area, Vanua Levu, Fiji Islands 2014 Rapid Biodiversity Assessment, Socioeconomic Study and Archaeological Survey of the Greater Delaikoro Area - http://www.fao.org/fileadmin/user_upload/sap/docs/FPAM-Biodiversity%20study%20Fiji.pdf

Biodiversity conservation in the Delaikoro Mountain ecosystem, Fiji (Sep 15, 2015)

Fiji is a haven of unique flora and fauna. This video documents the expedition to Vanua Levu, Fiji, undertaken by the Fiji Government, non-government organizations and other stakeholders to conduct a biological rapid assessment of the proposed Delaikoro protected area. The project is funded by the Global Environment Facility and supported by the Food and Agriculture Organization of the United Nations, University of the South Pacific and the Ministry of Fisheries and Forestry, Government of Fiji - https://www.youtube.com/watch?v=9sY8FUjVM5s

Ministry of Fisheries and Forests Facebook page for FPAM

https://www.facebook.com/fisheriesandforests/photos/pcb.1265636750218884/1265636470218912 /?type=3&theater

Samoa

Survey of manumea birds - https://www.youtube.com/watch?v=MdkWN53hfqA

Building a 3D model for land-use and nature conservation planning, Savaii Island – https://www.youtube.com/watch?v=z9tL71r6R3s

Developing lowland organic farms key to preserving Savaii (WIBDI, 6 March 2015) https://www.womeninbusiness.ws/farm-to-table.html

FAO in action

http://www.fao.org/in-action/improving-productivity-and-ensuring-sustainable-agricultural-systems-in-samoa/en/

Vanuatu

Department of Forestry website built with project support and training - https://forestry.gov.vu/

Vanuatu's Department of Forests (DoF) introduction to the FPAM project (Undated) -http://forestry.gov.vu/projects/project-1-forestry-protected-area-management/

Lake Letas Gaua Island - https://www.youtube.com/watch?v=gQWIfaMCdGY

Conserving and managing biodiversity in the South Pacific Kauri Forest Reserve, Erromango Island - https://www.youtube.com/watch?v=H1vvvdSvb5Y

Conserving and Managing our Forests: Bay Homo Community Conservation Area, South Pentecost, Vanuatu - https://youtu.be/8vOycYkCJmw

Agroecological tourism: bridging conservation, food security and tourism goals to enhance smallholders' livelihoods on South Pentecost, Vanuatu (in Journal of Sustainable Tourism, 2017) http://www.tandfonline.com/doi/abs/10.1080/09669582.2016.1254221?scroll=top&needAccess=true&journalCode=rsus20

Niue

Dept of Environment website built with project support - http://www.biodiversity.nu/

A reference manual for understanding and managing the soil resources of Niue - https://pafpnet.spc.int/attachments/article/549/Niue-Soils-Resource-Manual.pdf

Audio-visuals

Sustainable establishment and management of Mahogany woodlots on Niue Island (May 17, 2017)

This audio-visual manual has been produced to assist the government, forest department, and landowners of Niue and other Pacific Island countries with the establishment and management of mahogany plantations and woodlots. The sustainable timber production will contribute to the income of landowning communities, while reducing utilization pressure on natural forests and ecosystems in protected areas. The video has been produced by Landcare Research New Zealand in collaboration with FAO and the Government of Niue, and is a key outcome of FAO's Global Environment Facility (GEF)-funded Forest Protected Area Management project and FAO's country programming framework for Niue. The GEF-FAO project has been operational in the country since July 2015 and will close in June 2017 - https://youtu.be/LOroySzxCvc

Appendix 8. List of documents and other materials cited

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Appendix 9. List of people consulted

Name	Role	Organization	Date of Interview
Ms Valeria Poggi	OPCA (FPIC expert)	FAO, Rome, Italy	28/04/17
Ms Genevieve Braun	Programme Officer, TCID	FAO, Rome, Italy	28/04/17
Ms Barbara Cooney	Senior Advisor (GEF)	FAO, Rome, Italy	28/04/17
Mr Rudolph Hahn	Chief Technical Advisor	FAO, Suva, Fiji Islands	08/05/17 (by skype)
Ms Leticia Pina	Forestry Officer	FAO, Rome, Italy	10/05/17 (by skype)
Mr Sameer Karki	Forestry Officer	FAO, Rome, Italy	11/05/17 (by skype)
Mr Madankumar Janakiraman	Regional GEF Portfolio Coordinator	FAO, Apia, Samoa	11/05/17 (by skype)
Mr Philip John Tuivavalagi	National Technical Adviser	FPAM, FAO, Apia, Samoa	22/05/17
Mrs Leaupepe Lasa	Treasurer/Operations Manager	Samoa Farmers Association	22/05/17
Mr Toni Tipamaa	Manager	Samoa Umbrella of NGOs	22/05/17
Mr Moafanua Afuvai Tolusina Pouli	Assistant CEO	Forestry Division, Ministry of Natural Resources and Environment	23/05/17
Mrs Andimaimalaga Tafuna'i	Executive Director	Women in Business Development Inc. (WIBDI)	23/05/17
Ms Alberta Vitale	Associate Director	Women in Business Development Inc. (WIBDI)	23/05/17
Mr Luaiufi Aiona	Former Project Manager	UNDP/GEF Integration of Climate Change Risks and Resilience in the Forestry Sector project	23/05/17
Mr Fuatino Lesta	Assistant CEO	Division of Environment and Conservation, Ministry of Natural Resources and Environment	24/05/17
Mr Affamasaga Toleafoa	Chairman	Samoa Farmers Association	24/05/17
Ms Eriko Hibi	Sub-Regional Coordinator	FAO Sub-Regional Office for the Pacific Islands	26/05/17
Mr Sami Lemalu	National Project Coordinator	FPAM, FAO, Samoa	27/05/17
Mr Rudolf Hahn	Chief Technical Adviser	FPAM, FAO, Suva, Fiji	28/05/17
Mr Ilaisa Tulele	National Project Coordinator	FPAM, FAO, Fiji	28/05/17
Ms Joann Young	Assistant Representative FAO for Fiji	FAO, Suva, Fiji	29/05/17
Mr Philippe Martins	Regional Cluster for Food Security	FAO, Suva, Fiji	29/05/17
Mr Eliki Senivasa	Conservator of Forests / PSC Chairman	Ministry of Fisheries and Forests, Suva, Fiji	29/05/17
Ms Sarah Pene	Researcher	Herbarium, Institute of Applied Science, University of the South Pacific, Suva, Fiji	29/05/17
Mr Alivereti Nailcatini	Researcher	Herbarium, Institute of Applied Science, University of the South Pacific, Suva, Fiji	29/05/17
MS Maria Goreti Mauvesi	Legal officer	IUCN	29/05/17
Mr Etika Qica	Programme officer	IUCN	29/05/17

Mr Andrew Foran	Governance officer	IUCN	29/05/17
Mr Solomon Nata	Deputy General Manager (Operations)	ITaukei Land Trust Board (TLTB), Suva, Fiji	29/05/17
Mrs Reijeli Talyor	Manager – Strategic Planning, Research and Development	TLTB, Suva, Fiji	29/05/17
Mr Manasa Luvunakoro	Principal	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Dr Lea Scherl	International Consultant to FPAM	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Ms Meseoni Rokocaucau	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Mr Moape Drikalu	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Mr Malakai Sevudredre	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Mr Meli Vauvau	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Ms Arieta Nailagovesi	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Mr Isimeli Seru	Trainer	Forestry Training Centre, Colo-i-Suva, Fiji	29/05/17
Mrs Susana Wagainabete-Tuisese	Country Director	Conservation International, Suva, Fiji	30/05/17
Mrs Elizabeth Erasito	NTF Director	National Trust of Fiji, Suva, Fiji	30/05/17
Mr Maika Daveta	NPC	Action Against Desertification (EU – ACP project), Suva, Fiji	30/05/17
Mrs Mafa Qiolele	Office Manager	cChange, Suva, Fiji	30/05/17
Ms Alumeci Makeke	Communications Officer	cChange, Suva, Fiji	30/05/17
Mr Russell Lovo	Video / Communications Officer	cChange, Suva, Fiji	30/05/17
Mr Herman Timmermans	Project Manager PEBACC	SPREP, Suva, Fiji	30/05/17
Mr Sairusi Bulai	Tree Advisor	SPC, Suva, Fiji	30/05/17
Mr Inoke Ratukalou	Director	Director, Land Resources Division, SPC, Suva, Fiji	30/05/17
Mrs Maria Ratutokarua	Project Officer	SPC, Suva, Fiji	30/05/17
Mr Rahul Chand	GEF Coordinator	Ministry of Fisheries and Forests, Suva, Fiji	30/05/17
Mr Samuela Lagataki	PS for Fisheries and Forests	Ministry of Fisheries and Forests, Suva, Fiji	01/06/17 (in Fiji wrap-up meeting)
Ms Sanjana Lal	Incoming Conservator of Forests	Ministry of Fisheries and Forests, Suva, Fiji	01/06/17 (in Fiji wrap-up meeting)
Mr Hannington Tate	Director	Department of Forestry, Port Vila, Vanuatu	05/06/17
Mr Godfrey Bomme	Senior Officer	Department of Forestry, Port Vila, Vanuatu	05/06/17
Mr Presley Dovo	NPC FPAM	Department of Forestry, Port Vila, Vanuatu	05/06/17
Mr Michel Leodoro	Geologist	Department of Geology and Mines, Port Vila, Vanuatu	05/06/17
Mr Edson Willie	Cultural Expert	Vanuatu Centre of Culture, Port Vila, Vanuatu	05/06/17
Ms Brenda Andre	Tourism Officer	Department of Tourism, Port Vila, Vanuatu	05/06/17

Pastor Shem	community representative	Bay Homo	06/06/17
Mr Kency Bulu	Graduate Volunteer	Department of Forestry, Port Vila, Vanuatu	06/06/17
Mr Aru Mathias	Lead Technical Officer	FAO, Papua New Guinea (formerly SAP, Apia, Samoa)	06/06/17
Mr Graham Nimoho	Country Programme Officer	FAO, Port Vila, Vanuatu	07/06/17
Mrs Donna Kalfatak	Senior Officer	Department of Environment, Port Vila, Vanuatu	07/06/17
Mr Rick Malau	Cameraman	Malco Production, Port Vila, Vanuatu	07/06/17
Mr Sauni Tongatule	Director	Department of Environment, Niue	06/06/17
Mr Haden Talagi	Officer	Department of Environment, Niue	06/06/17
Ms Lenita Tongiamana	Intern	Department of Environment, Niue	06/06/17
Ms Ireenah Mautama	Officer	Department of Environment, Niue	06/06/17
Ms Charlotte Pihigai	Officer	Department of Environment, Niue	07/06/17
Mr Huggard Tongatule	Officer	Department of Environment, Niue	07/06/17
Mr Richard Siataga	Officer	Department of Justice, Lands and Survey, Niue	06/06/17
Mr Zarn Kavisi	Program officer	Department of Taoga Niue, Niue	06/06/17
Ms Moira Enetama	Director	Department of Taoga Niue, Niue	06/06/17
Ms Natasha Tocono-Tohouka	Officer	Department of Agriculture, Forestry and Fisheries, Niue	06/06/17
Mr Poi Okesene	Director	Department of Agriculture, Forestry and Fisheries, Niue	06/06/17
Ms Vanessa Marsh	Director	Tourism Authority of Niue	07/06/17
Mr Shane Tohovaka	Project Coordinator (and 3 staff)	Ridge to Reef Project Niue	07/06/17
Mrs Itzy Tukuitoga	Chair	Village Development Committee Hakapu Niue	07/06/17
Ms Laura Ciblich	Design Director	RUN New Zealand	09/06/17
Mr Peter Newsome	Director	LandCare Research NZ	15/06/17

Appendix 10. Field mission agenda

Start	End	Activity/location	Evaluation team member(s) involved
19/05/17	21/05/17	Travel from UK to Samoa	ACW
22/05/17	24/05/17	Mission based in Apia, Upolu, Samoa	ACW
24/05/17	26/05/17	Mission on Savaii, Samoa	ACW
26/05/17	27/05/17	Wrap-up meetings in Apia, Samoa	ACW
27/05/17		Travel from Samoa to Suva, Fiji	ACW
27/05/17		Travel from Australia to Suva, Fiji	WJJ
28/05/17	01/06/17	Mission based in Suva, Fiji	ACW + WJJ
02/06/17		Travel from Suva, Fiji to Port Vila, Vanuatu	ACW
02/06/17		Travel from Suva, Fiji to Auckland, New Zealand	WJJ
03/06/17		Travel from Auckland, New Zealand to Niue	WJJ
03/06/17	06/06/17	Mission based in Port Vila, Vanuatu	ACW
02/06/17	09/06/17	Mission based in Niue (note gain one day cross Intl Date Line)	WJJ
07/06/17	08/06/16	Travel from Vanuatu to UK	ACW
09/06/17	11/06/17	Travel from Niue to Australia	WJJ

Appendix 11. GEF ratings for the project by Outcome

FAO - GEF Rating	Rating at TE	Summary Comments
Outcome 1: Policy, legal and institutional arrangements effectively support biodiversity, conservation and sustainable land management[41]		Section 3.2/Paragraph 53 The project successfully reviewed relevant policies and legislation in all four countries. It was influential in raising the importance of relevant laws and policies and had some, although incomplete, success in encouraging new or revision of existing legislation.
Overall quality of project outcome	MS	
Relevance	HS	
Effectiveness	MS	
Efficiency	MS	
Outcome 2: Effective and sustainable in situ biodiversity conservation areas established and/or strengthened		Section 3.2/Paragraph 69 The project has been successful in some aspects of this component, although further work is still needed to secure legally binding protection of identified areas.
Overall quality of project outcome	MS	
Relevance	HS	
Effectiveness	MS	
Efficiency	MS	
Outcome 3: Stakeholders have the capacity to plan, implement and monitor biodiversity, conservation and sustainable land and forest management		Section 3.2/Paragraph 82 The ProDoc emphasised that the project should prioritize capacity building in all four countries and this has been undertaken by the project and capacity building was added to project activities at all levels after the MTE.
Overall quality of project outcome	S	
Relevance	HS	
Effectiveness	S	
Efficiency	S	
Outcome 4: Sustainable financing of protected areas in place through a mixture of local income generation, government finance and innovative measures		Section 3.2/Paragraph 103 Neither Samoa nor Vanuatu have made progress towards this outcome.
Overall quality of project outcome	MU	
Relevance	HS	
Effectiveness	MU	
Efficiency	MU	
Outcome 5: Marketing of biodiversity goods and services and sustainable land management practices result in improved livelihoods of local communities		Section 3.2/Paragraph 111 The analyses of markets and capacities for local communities to engage in markets for biodiversity goods and services were relevant and efficient. There has been improvement to livelihoods of groups closely connected to the project.

41 Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU), Unable to Assess (UA) (same scale used for rating M&E and project implementation and execution)

Overall quality of project outcome	MS	
Relevance	HS	
Effectiveness	MS	
Efficiency	MS	
Outcome 6: Poor land-use practices and forest and land degradation reduced or reversed in target areas		Section 3.2/Paragraph 132 The project ensured that communities who live around several of the project's pilot protected areas have received awareness raising and smaller numbers have been trained in SFM and SLM to reduce pressure on the forests.
Overall quality of project outcomes	S	
Relevance	HS	
Effectiveness	MS	
Efficiency	MS	
Monitoring and evaluation rating		Section 3.2/Paragraph 165 The project has been well organized and has prepared all the necessary Project Implementation Reports, Project Progress Reports, etc. which track project activity. A MTE was conducted from November 2014 to May 2015
Overall quality of M&E	MS	
M&E design at project start up	MS	
M&E Plan Implementation	MS	
Project implementation and Execution rating		Section 3.2/Paragraph 170 Interviewees were complementary in terms of the project team and their effectiveness and efficiency. The efforts of the project team to adapt to changing circumstances and cope with the impact of cyclones was noted by numerous respondents
Overall quality of project implementation & adaptive management	S	
Quality of execution (executing agencies)	S	
Sustainability[42]		Section 3.5/Paragraphs 151 to 154 The project has worked closely with a wide range of partners who are likely to continue to pursue many of the outcomes identified in the project. The focus on capacity building and raising awareness has been well-received by partners and local communities in all locations.
Overall likelihood of risks to sustainability	MU	
Financial resources	ML	
Socio-political	MU	
Institutional	MU	
Environmental	MU	

Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U), Unable to Assess (UA).

Appendix 12. Tropical cyclones during FPAM implementation

Type of Event[43]	Name (category)	Countries affected	Date
Tropical Cyclone	Evans (3/4)	Samoa and Fiji	Dec 2012
Tropical Cyclone	Pam (5+)	Vanuatu	March 2015
Tropical Cyclone followed by severe flooding in which most of the country declared a disaster area	Winston (5+)	Fiji	March 2016
Tropical Cyclone	Zena (3)	Fiji	April 2016
Tropical Cyclone	Cook (2/3)	Vanuatu	April 2017
Tropical Cyclone	Donna (3/4)	Vanuatu	May 2017

43 Various tropical cyclone/tsunami warnings, floods and earthquakes have also affected countries during FPAM.

Appendix 13. Summary of training conducted under FPAM

Trainer	Training objective	Timeframe	Days	Gov	Community	Others	Female	Male	Youth	Tot	Total days
Fiji											
Institute Applied Science/USP BIO-RAP Greater Delaikoro, Fiji	Biodiversity survey	Aug-13	14	4	12	0	4	12	0	16	224
FAO FPAM National Consultant, Viliame Koyamaibole to Sovi Basin PA	Ecotourism training	Feb-14	2	4	23	0	7	16	0	27	54
Juniper GIS and Global Visions International (for NTF)	GIS Advanced Training	May-14	9	1	0	0	1	0	0	1	9
Australian Centre for Environmental Compliance	Environmental and Forest Compliance and Enforcement	Sep-14	5	16	0	0	5	11	0	16	80
Conservation International/cChange	Wakatu Training of Trainers	Nov-16	3	5	21	4	3	27	0	30	90
Forest Training Centre, FTC, Suva, Fiji	BD PAM tailored training	Mar-17	5	0	18	0	0	18	0	18	90
Institute Applied Science/USP Repeat Assess Biomonitor Sovi Basin, Fiji	Biodiversity survey	Jun-15	10	6	7	2				15	150
FAO FPAM &Consultant Department of Conservation New Zealand	Hiking Trail Planning, Construction, Maintenance	Aug-15	5	6	26	2	10	17	5	32	160
St John Association Suva to Navai village	First Aid Tourism	Nov-15	2	0	18	0	11	7	0	18	36
FAO FPAM Consultant Viliame C Koyamaibole to Nabalasere village	Ecotourism training	Nov-15	5	0	39	0	17	13	9	39	195
Australian Centre for Environmental Compliance	Environmental and Forest Compliance and Enforcement	Nov-15	5	20	0	0	2	18	0	20	100
St John Association Suva to Nabalasere village	First Aid Tourism	Dec-15	2	0	29	0	17	14	0	29	58
cChange to Ministry of Agriculture	WAKATU FIJI TOT SLFM	Dec-15	1	25	0	0				25	25
cChange to Ministry of Agriculture	WAKATU FIJI TOT SLFM	Apr-16	1	20	0	0				20	20
cChange to FLMMA representatives	WAKATU FIJI TOT SLFM	Jun-16	1	0	5	0				5	5
cChange to Methodist Church Suva	WAKATU FIJI TOT SLFM	Jun-16	1	0	0	15				15	15

cChange to Minsitry Agriculture & community Champs	WAKATU FIJI TOT SLFM	Jun-16	1	18	22	0				40	40
cChange to Bua Yaubala Mgt Support	WAKATU FIJI TOT SLFM	Jul-16	3	5	19	0				24	72
cChange to Bua Province Key communicators	WAKATU FIJI TOT SLFM	Jul-16	3	4	16	1				21	63
cChange to Bua Province Key communicators	WAKATU FIJI TOT SLFM	Sep-16	2	1	22	0				23	46
Australian Centre for Environmental Compliance	Environmental and Forest Compliance and Enforcement	Oct-16	5	20	0	0				20	100
FAO FPAM and IC Australia with FTC trainers and consultants	Study tour BD conservation and PA Management in Queensland, Australia	Nov-16	11	9	0	5	3	11	0	14	154
cChange to Macuata Cakaudrove Province	WAKATU FIJI TOT SLFM	Nov-16	3	3	19	3				25	75
cChange to Itauke Affairs Board and Conservation officers	WAKATU FIJI TOT SLFM	Feb-17	1	15	0	1				16	16
cChange to extension officers Forest, Agricu, iTauke, Comm	WAKATU FIJI TOT SLFM	Mar-17	2	20	3	4				27	54
Landcare Research NZ to teachers of Fiji Primary School	Application of Education Resource Kit	May-17	1	15	0	0	10	5		15	15
SPC Delaikoro	SLFM		2	0	303	0	91	212	0	303	606
SPC Taveuni	SLFM		2	0	65	0	9	56	0	65	130
SPC Delaikoro	Nursery Mgt, plant propagation, crop production, tree planting		4	0	24	0	8	16	0	24	96
SPC Tomaniivi	SLFM and farm management		5	0	30	0	17	13	0	30	150
SPC for Ministry of Agriculture. Extension officers	Soil Manual, soil-crop suitability and crop cross margins		5	15	0	0	2	13	0	15	75
FAO FPAM International Consultant Dr Scherl for instructors FTC	Training Couse and module design, referencing, teaching techniques	12 months 2016-17	50	9	0	0	2	7	0	9	450
Samoa											
SPC geoScience Division Consultant Dr Aleni Fepuleai	Introduction of GeoPark Concept	2016	1	15	37	7	21	27	12	60	60

FPAM & MNRE Samoa	Land-use Planning/ Creation of Participatory 3 D Model	Dec 2014/ Jan 2015	5	5	152	3	49	60	56	165	825
FPAM & MNRE Tourism Samoa & IC Marta Perez	Eco-cultural tourism	Jun-15	1	5	30	1	9	21	6	36	36
WIBDI Samoa	Organic farming	Aug Nov 2014	1	0	135	0				135	135
WIBDI Samoa	Organic farming (organic pesticides)	Jun-16	1	0	102	0	35	45	23	102	102
FAO FPAM IC : Simon Cole	Marketing Links for vegetable and fruits in Savaii		1	0	47	0				47	47
Samoa Farmers Association	Sustainable Farming, Seedling production, Tunnel house construction and utilization, marketing	2016	3	0	123	0				123	369
Vanuatu											
FPAM NC: Florance Goivant	Website maintenance	Jan-14	1	11	0	0				11	11
FPAM and FAO Legal Consultant Hamlison Bulu	Legal training about Forest Act and Regulations	Aug-15	2	14	10	5				29	58
FPAM IC James Atherton	Management Planning for FPAM project sites in Vanuatu	Jul-16	1	5						5	5
FPAM IC James Atherton	GIS /GPS on the job training	Jul-16	1	5	0	0				5	5
Forest Officer of Fiji Forest Department: Romuluse Saqatanailevu	Boundary survey and demarcation, GPS/GIS training on the job	April/ May 2017	20	4	30	0				34	680
Niue											
Chamber of Commerce: Janet MacKay Tourism Resource Consultants	Workshop/ training NWFP	Jun-15	1		35					35	35
FPAM IC: Dr I-Ling Kuo	Train the trainer in ecotourism	Aug-15	3	6	0	1	4	3	0	7	21
FPAM IC: Dr I-Ling Kuo	Ecotourism workshop training private sector	Aug-15	1	0	0	14	10	4	0	14	14
Landcare Research Nz; David M. Leslie	Soil Manual, soil-crop suitability and crop cross margins	Oct-15	3	8	14	0				22	66

Landcare Research NZ	Advanced GIS training and Quantum software application in NZ	Oct-16	12	1	0	0	0	1	0	1	12
Landcare Research NZ Anne Southerland	Basic application of GIS Quantum	Nov-16	3	5	0	0	1	4	0	5	15
Landcare Research NZ John Widdowson	Soil Fertility workshop and training	Oct-16	3							20	60
Landcare Research NZ; Larry Burrows	Biodiversity survey	Oct-15	7	10	1	0				11	77
Landcare Research NZ; Taoga Niue	Identification of cultural sites in protected Area	Mar-17	1	10	20	0				30	30
Landcare Research NZ; Russel Cooker	Forest plantation management	May-17	5	6	4	0				10	50
Total: 63 trainings			**248**	**351**	**1 461**	**68**	**348**	**651**	**111**	**1 904**	**6 166**

Appendix 14. Course outline of Fiji's Forestry Training Centre Biodiversity Conservation and Protected Area Management

BC 1000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 1					
Module Title	**Code**	**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
Biodiversity: Types, Importance and Conservation Methods	BC 1001	Identify types, importance and conservation methods for biodiversity	10	• Local Resource Owning Communities • Forest guards • Forest wardens • Fisheries wardens • Village environment committees • Scouts/guides • Youths (rural and yrban) • Women's groups	• Advocate biodiversity conservation • Recognize good and bad practices in biodiversity conservation areas • Report any changes to the natural and cultural environment brought about by economic development activities
Participation in Biodiversity Conservation	BC 1002	Define process for participation in biodiversity conservation	10		
Basic Tools and Equipment	BC 1003	Identify basic tools and equipment for biodiversity conservation	10		
Practical Communication Skills	BC 1004	Identify capabilities to communicate effectively with stakeholders	10		

BC 2000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 2						
	Module Title	**Code**	**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
1	**Introduction to Protected Areas**	BC 2001	Explain protected areas	10	• Community leaders • Forest guards • Forest wardens • Fisheries wardens • Village environment committees • Scouts/guides • Youths (rural and urban) • Women's groups • Provincial administrators/district officers/Roko Tui	• Advocate establishment of protected areas in the communities • Assist in identification of sustainable livelihoods from within and around the protected areas • Detect climate change vulnerabilities in the environment • Use appropriate traditional knowledge
2	**Linkages between Livelihoods, Wellbeing and Biodiversity Conservation**	BC 2002	Explain linkages livelihoods, wellbeing and biodiversity conservation	10		
3	**Integrating Local Knowledge In Protected Area Management**	BC 2003	Integrate local knowledge in protected area management	10		
4	**Climate Change and Biodiversity Conservation**	BC 2004	Discuss relationship between climate change and biodiversity conservation	10		

BC 3000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 3						
	Module Title	**Code**	**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
1	**Site Planning**	BC 3001	Prepare a site plan	10	• Foresters • Forest guards • Conservation officers • TLTB field staff • NGO technical staff district officers • Roko Tui • Agriculture officers • Fisheries officers • Ministry of lands technical staff • Youth leaders with F/7 education	• Prepare a site plan • Conduct rapid assessments • Recommend appropriate governance models in new protected areas • Tech savvy in different aspects of biodiversity conservation and protected area management
2	**Governance in Biodiversity Conservation and Protected Area Management**	BC 3002	Analyse types of governance in biodiversity conservation and protect area management	10		
3	**Rapid Assessments for Protected Areas**	BC 3003	Conduct rapid assessments	10		
4	**Appropriate Technology in Biodiversity Conservation**	BC 3004	Demonstrate ability to use appropriate technology in biodiversity conservation	10		

BC 4000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 4					
Module Title		**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
Landscape and Ecosystem Based Management	BC 4001	Facilitate landscape and ecosystem-based management	10	• Foresters • Forest guards • Conservation officers • TLTB Field Staff • NGO technical staff district officers • Roko Tui • Agriculture officers • Fisheries officers • Ministry of lands technical staff	• Facilitate landscape and ecosystem-based management • Coordinate communication, partnership and partnership planning • Evaluate policies, legislation and international commitments related to biodiversity conservation and protected area • Model good leadership
Communication, Participation and Partnerships Planning	BC 4002	Coordinate communication, partnership and partnership planning	10		
Policy, Legislation and International commitments	BC 4003	Evaluate policies, legislation and international commitments related to biodiversity conservation and protected area	10		
Leadership in Biodiversity Conservation	BC 4004	Model good leadership in biodiversity conservation	10		

BC 5000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 5						
	Module Title	**Code**	**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
1	**Biodiversity Conservation And Sustainable Development**	BC 5001	Propose models for biodiversity conservation and sustainable development	10	• Forestry Officers • Conservation officers • TLTB field staff • NGO technical staff district officers • Roko Tui • Senior agriculture officers • Senior fisheries officers • Ministry of lands senior technical staff	• Advise on models for protected area management • Raise project proposals • Prepare a budget • Monitor, evaluate and report progress in biodiversity conservation and PAM projects
2	**Project Formulation and Documentation**	BC 5002	Prepare project proposals	10		
3	**Planning and Financing for Protected Area Management**	BC 5003	Prepare a budget for PAM	10		
4	**Monitoring, Evaluation and Reporting**	BC 5004	Monitor, evaluate and report progress in biodiversity conservation and PAM projects	10		

BC 6000: CERTIFICATE IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT - LEVEL 6					
Module Title	**Code**	**Unit Standard**	**Credit Value**	**Training Audience**	**Graduate Profile**
Strategic Planning	BC 6001	Design and develop strategic plans	10	• Principal and chief forestry officers • Senior NGO executives • Principal and chief agriculture officers • Commercial farmers • Senior planning officers	• Facilitate development of strategic plans • Review and design governance policies and regulations • Advise on funding strategies and prepare financial proposals for biodiversity conservation • Draft briefing and reports
Governance, Policies and Regulations Development	BC 6002	Review and design governance policies and regulations	10		
Financing for Biodiversity Conservation	BC 6003	Design funding strategies and prepare financial proposals for biodiversity conservation	10		
High Level Briefing and Reports	BC 6004	Prepare high level briefing and reports	10		
Alternative Qualifications **BC 3000 + BC 4000 + BC 5000 = DIPLOMA IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT – LEVEL 5** **and/or** **BC 4000 + BC 5000 + BC 6000 = DIPLOMA IN BIODIVERSITY CONSERVATION AND PROTECTED AREA MANAGEMENT – LEVEL 6**					

List of Annexes

Annexes available at: http://www.fao.org/evaluation/en/

Annex 1. Terms of reference

Annex 2. Fiji, the way forward

Annex 3. Analysis of online survey questionnaire

Food and Agriculture
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www.fao.org/evaluation