

**GUIDELINES FOR CONSERVATION AREA
PROJECT REVIEW AND EVALUATION**

Prepared by the SPBCP Secretariat

Introduction:

The SPBCP is now two years away from the end of its funding support to Conservation Area Projects it is supporting in 12 different Pacific Island Countries. By the end of the year 2001, all CAP will have ceased receiving funds and would be very much self-dependent unless arrangements with some other donors are made.

It is crucial that all CAPs now plan for the end of SPBCP support and must devise strategies for ensuring continuity and sustainability. To plan for this eventuality, SPBCP is undertaking a review and evaluation of all CAPs, to determine progress in work implementation and to collect planning information for the formulation of transition strategies.

The May 1999 CASO/CACC Management Workshop in Nadi provided the first opportunity for the CA Evaluation issue to be brought to the notice of CASOs and CACC representatives. In that workshop, the process for carrying out the CA Evaluation and Review was outlined. The process identified the respective roles and responsibilities of the CASO's, Lead Agencies and the SPBCP Secretariat. It is a joint exercise with responsibilities shared by these players. The CASOs principal task is to undertake the consultation and the gathering of information at the community level. The SPBCP Secretariat on the other hand will conduct desk reviews and analyses based on progress reports received and in consultation with lead agencies, CASOs and CACC's. The Secretariat will also be visiting a large number of CAPs to directly consult with the lead agency, CACC and CASOs.

To guide CASO's in performing the CA evaluation tasks assigned to them, the following guidelines are provided to ensure all CA evaluations are performed using the same methods and processes and collecting the same type of information.

Purpose of the Guidelines:

- to guide CASOs in conducting CA Evaluations to
 - ensure that CA evaluations are done in a consistent and thorough manner across all CAs, and that
 - information collected are comparable between CAs and covering the critical issues.

<p>Objectives, scope and specific activities of the CA Review and Evaluation Exercise</p>
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To determine

- how far CA's have progressed in the implementation of planned activities;
- issues faced, lessons learned, outputs produced and outcomes achieved;
- to what extent outputs and outcomes contribute to the desired objectives of the CAP;

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- future needs and priorities.

To achieve the Evaluation objectives, the following specific tasks will be undertaken:

1. Desk Review of implemented activities against what was planned at the inception of the project;
2. Identification of the outputs and outcomes produced;
3. Examination of whether the outputs and outcomes produced contributed to the achievement of the desired objectives;
4. Analysis of why objectives were not achieved if this is the case and
5. Identification of key lessons learned for the future.

Two other important aspects of this exercise are:

6. the identification of CA future needs, and
7. the prioritization of these needs for SPBCP support.

Who will carry out the various Review and Evaluation Activities
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Activities 1, 2 and 3 - SPBCP Secretariat, SPREP.

Activity 4 - SPBCP Secretariat in consultation with Project Managers and CASOs and CACCs.

Activity 5: Lessons learned will be documented from two perspectives.

1. Key lessons learned from the perspective of communities and Lead agencies and
2. Lessons learned from the perspective of the SPBCP.

CASOs will be responsible for identifying lessons learned under category (1) above.

SPBCP Secretariat will be responsible for identifying lessons learned under category (2).

Activity 6: CASOs through community and CACC consultation.

Note:

1. For CAs not covered by SPBCP Country Visits, CASOs are also required to consult with other government agencies and private sector operators that are important in the present and future activities of the CA.
2. For CAs to be visited by the SPBCP Team, CASOs must identify and advise the Team in advance of other agencies and operators to be consulted and regarding what issue.

Activity 7: CACC and CASO through consultations with communities and with SPBCP Secretariat.

How the Review and Evaluation Activities 5,6, and 7 will be carried out
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Activities 5, 6 and 7 will be addressed through consultations with CA communities.

Activity 5: Identification of key lessons learned.

Recommended Method:

- CASOs will organize and facilitate PRA's with key community sectors/groups (women, CACC, youth, chiefs etc.)

- CASOs will complement the PRAs with interviews with selected key individuals and community leaders.

CASOs are to determine with the communities the lessons learned in the following areas

- managing Project (revenues) *funds* ; (distribution, accounting and record keeping of SPBCP funds as well as those from other sources)
- maintaining wider community support for the Project (issues such as how to enhance transparency, information sharing, community involvement in implementing Project activities, resolving conflicts, etc.)
- formulating and monitoring work plans and budgets
- making the CACC more effective, and
- protecting biodiversity and achieving sustainable resource use. ('best practices', success stories, etc.).

CASOs are also encouraged to consider other areas wherein their respective CA's may have useful experiences that can be of value for future planning.

Activity 6: The identification of future needs

Recommended Methods and Process:

- CASO's will facilitate PRA's targeting the following groups separately: CACC and key community sectors (womens, landowners, youths, chiefs, key community leaders)

- The PRA's should be complemented by interviews with key individuals and community leaders.

- To determine future needs, the PRAs must aim at producing the following outputs:
 1. identify the broadest possible range of present and future issues facing the CA by brainstorming and open exchange;
 2. using flipcharts or blackboard and chalks, note all the issues as they are raised and use this as a check list later.
 3. having established a long list of issues, identify the key ones that are most relevant to the CA or those that the community considers most important.
 4. for each of these key issues, facilitate discussions to identify all the possible options (solutions) to addressing them.
 5. then get the PRA to agree on the most desirable option for each issue.

Notes:

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1. The hand-out of Questions previously given at the Nadi workshop is only a guide. CASOs must exercise their discretion to determine questions or issues that are relevant in their situations.
2. CASOs are not to be bound to the questions listed. The 'Areas' of issues detailed below is to provide CASOs with a broad picture of areas to think about and to raise with communities.
3. CASOs however must determine in advance the issues of importance and must ensure the questions considered relevant are asked.
4. The areas listed below are generally defined and should capture most if not all of the key issues to be raised. They are identified here to remind CASOs and to ensure these are covered and not overlooked.

Areas of focus:

1. Training needs (is there a need for further capacity building through training? e.g. to strengthen the CACC? to strengthen the CA capacity to monitor conservation activities? To manage the CA and assist CACC in raising funds?)
2. Future management arrangements - Is the CACC ready to assume full management responsibility? If so, by when? If not, why and what remedial actions are necessary? What are the roles if any of the Lead Agency, CASO and CACC in the future long term management of the CA?
3. Funding sustainability - what are the key areas for funding in the future? how will future funding be secured?
4. Biodiversity conservation activities - what essential activities need to be maintained? How will they be funded, implemented and monitored?
5. Income generation activities - is there a need to strengthening existing ones? are there new initiatives to be set up? Are provisions made for channeling a portion of income generated back into the Project?
6. Technical support - what technical support will be required? who will provide technical back-up?

Activity 7: Prioritization of Future Needs

Recommended Method:

- The same PRA's determining Future Needs should undertake the prioritization of identified needs.
- The priorities determined during the PRA's and interviews will then be discussed, finalized and endorsed in a separate meeting by CACC.

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- The priorities will be revisited by the SPBCP evaluation team who together with the Lead Agency, CASO and CACC will determine those that will be supported by SPBCP up to the Project's end.

Expected Output from PRA's:

By the end of the PRA's, CASOs should have collected the following information:

1. Lessons learned
2. Issues of importance, the range of options considered for each issue and the preferred option(s) for addressing each.
3. List of future needs in order of priority.
4. If necessary, justification given for the priorities given.

The above information, properly analysed and collated, will then be reported to the SPBCP in a written report organized in the outline provided below.

Outline of the CASO Report

The CASOs report should have the following outline.

1. Brief Introduction
2. Methods used and the processes involved
3. Lessons learned
4. Issues of importance, the range of options considered for each issue and the preferred option(s) for addressing each.
5. List of future needs in order of priority.
6. If necessary, justification given for the priorities given.
7. Annexes listing people consulted.

This report should be presented to the SPBCP CA Evaluating Team upon arrival and on a date to be determined by the two parties (SPBCP and CASO) or if completed well in advance of the SPBCP team's arrival, send to SPBCP either by email or fax.

The Transition Strategy Formulation Process
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The above CA evaluation and review activities are part of the following overall process for the formulation of the Transitional Strategies. (Reprinted with revisions from the May 1999 Workshop hand-out).

1. Step 1: Desk Review (Activities 1,2, 3 and 4)

- Based on CA progress reports received over the life of the Project and the PPD, a review of progress will be carried out by SPBCP in Apia; CASOs and lead agencies will be consulted for further information or clarification etc. should the need arise.
- Who is Responsible?
 - SPBCP Secretariat.

2. Step 2: Community Consultations (Activities 5,6 and 7)

- Consultations with key stakeholders – lead agency, CACC, landowners, traditional chief, church leaders, special groups i.e. youth, women, trainees, etc..
- Consultations are proposed to be carried out at two levels:
 - (1) CACC and lead agencies level and
 - (2) community level.
- Who is responsible?
 - * CASO to undertake the community level consultations.
 - * CASO to also undertake consultation with other relevant government agencies and private sector operators in CAs that will not be visited by the Secretariat team.
 - * SPBCP Secretariat to undertake consultations with Lead agency and CASO, and other agencies and private sector operators in CAs visited.

Step 3: CASO Report on CA Evaluation

- CASOs will have reports written and ready in time for SPBCP country visits. More preferable is for the report to be sent to the Secretariat as soon as it is completed prior to visit.

Step 4: CA Country Visits by SPBCP CA Evaluation Team

- CASOs and the SPBCP Team will go over issues raised in the CASO Evaluation Report.
- SPBCP Team to consult with CACC and Lead Agency.
- SPBCP Team to consult other relevant agencies & operators.

Step 5:

Drafting the transition strategies - SPBCP in consultation with CASO, CACC and Lead Agency.

Step 6:

Draft Transitional Strategy to be reviewed by CACC, Lead Agency and where necessary, other groups.

Step 7:

Finalize and implement strategies.
